NOTICE OF AVAILABILITY OF FUNDS

by the Employment Development Department
in coordination with the California Workforce Development Board
on behalf of the California Labor and Workforce Development Agency

Workforce Innovation and Opportunity Act (WIOA)
English Language Learner (ELL) Program Year (PY) 2020-21

Solicitation for Proposals (SFP)

December 2020

Proposal Package Instructions and Exhibits

The following contains the Solicitation for Proposals (SFP) instructions and required exhibits for the Program Year (PY) 2020-21 English Language Learner (ELL) funding opportunity. Applicants should carefully read the SFP for the required elements and follow the instructions in order to meet the proposal application requirements:

- Proposal Instructions (DOCX)
- SFP Cover/Signature Page (DOCX)
- SFP Exhibit A- Proposal Narrative (DOCX)
- SFP Exhibit I – Project Work Plan (DOCX)
- SFP Exhibit J – Partner Roles and Responsibilities (DOCX)
- SFP Exhibit K – Performance Goals Matrix (DOCX)
- SFP Exhibit E – Expenditure Plan (DOCX)
- SFP Exhibit F – Budget Summary (DOCX)
- SFP Exhibit F2 – Budget Narrative (DOCX)
- SFP Exhibit G – Supplemental Budget (if applicable) (DOCX)

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Appendices

I. Overview

A. Purpose

The Employment Development Department (EDD), in coordination with the California Workforce Development Board (CWDB) and the California Labor and Workforce Development Agency (LWDA), announces the availability of up $1.6 million in *Workforce Innovation and Opportunity Act* (WIOA) Governor's Discretionary funds for the English Language Learner (ELL) Program Year 2020-21 (PY 20-21) grant. The ELL grants are awarded to design, develop, and implement projects that accelerate employment and re-employment strategies for English Language Learners[1] (ELLs).

The primary goal of the grant is to support existing or new ELL projects that incorporate an Integrated Education and Training (IET)[2] program model to prepare ELLs for in-demand, high quality jobs with sustainable wages[3]. The IET model shows promise as a method to increase access to career pathway programs and bridge educational gaps to help ELLs with significant barriers to employment enter into the workforce. This year's funding will support pilot projects with the goal of expanding IET models in the future. Through this program, ELLs will obtain occupational skills for living wage jobs within in-demand industries in the project service area. Applicants should select IET partners based on geographic location. Refer to the WIOA regional planning units (RPUs) for distribution of counties. The IET instructional strategy offers ELLs integrated instruction for career-related training and contextualized language-building skills, which will expedite entrance into the workforce. Applicants should refer to the successful I-BEST[4] program for best practices. Incorporating the IET program model requires a sector-based approach to education and training and robust employer partnerships in the local labor market. The projects funded under this SFP are intended to support ELLs from education through placement in high quality jobs that will allow for upward mobility.

Grant funds will support projects that establish an IET-centered training model with an interconnected network of employer, education, and training partners that ensure career pathways culminate in high quality employment with advancement opportunities for ELLs.

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[1] English Language Learner is defined by the ETA 9170 as a person who has limited ability in speaking, reading, writing or understanding the English language and also meets at least one of the following two conditions (a) his or her native language is a language other than English, or (b) he or she lives in a family or community environment where a language other than English is the dominant language.

[2] The IET programs are defined in Title 34 *Code of Federal Regulations* (CFR) Part 463: "Adult Education and Family Literacy Act," Section 463.35.

[3] High quality employment is defined as work that offers family-supporting, living wages in in-demand occupations that offer benefits, long-term job security, and upward mobility. More resources can be found in Appendix D.

[4] Resources to learn more about the I-BEST model of training can be found in Appendix D.

Programs funded under this pilot will align WIOA programs, implement co-enrollment strategies, leverage other program funding, and provide supportive and follow-up services. Co-enrollment may include enrollment in WIOA Title I Adult, Title II Adult Education, Title III Wagner-Peyser, and human service programs[5] or other WIOA unified plan programs[6]. Pathways to careers may include onramps into existing career technical education pathways or apprenticeship programs[7] or the establishment of pre-apprenticeship[8] programs, paid work education experience (PWEX), or other work-based learning[9] (WBL) opportunities for target populations. However, for the purposes of this pilot program, training must be offered through an IET program and career pathways must result in employment. Competitive applicants will demonstrate their ability to provide successful participants with high quality employment upon completion of the program.

Community-based organizations (CBOs) are especially encouraged to apply to this year's ELL program. A number of practices are required to achieve equity in labor market outcomes, including increased partnership with CBOs that are grounded in and provide critical resources to marginalized communities. Their position in and direct knowledge about the communities they serve make CBOs invaluable partners in furthering an equitable high road agenda in accordance with California's Strategic Plan. Therefore, successful applicants representing Local Workforce Development Areas (Local Areas) and other types of entities are expected to work in collaboration with CBOs. In an effort to bridge the gap between local communities and employers, ELL partnerships should include CBOs as well as workforce partners (including WIOA Title II/adult education programs, human service organizations where possible, or other WIOA unified plan partners). All applicants must collaborate with one of the many IET programs in

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[5] Human service programs can include CalWORKs, CalFresh, CalFresh Employment and Training (E&T), Refugee Programs, and other programs under the health and human services umbrella. CalFresh E&T does not exist in all counties; Refer to Appendix D for an overview of the CalFresh and CalFresh E&T program. We encourage Local Workforce Development Areas to collaborate with human service programs where partnerships exist and/or use this effort to start working towards the development of new partnerships.

[6] Unified Plan Partners are those groups that are part of the WIOA Unified State Plan. The link to the state plan can be found in Appendix D.

[7] Apprenticeship combines on-the-job training with job related instruction. For the purposes of this effort, non-traditional and traditional apprenticeships are encouraged.

[8] Pre-apprenticeship programs provide basic skills, work experiences, and other support to help participants obtain the skills needed to be placed into an apprenticeship.

[9] The WBL programs are programs that combine applied learning in a workplace setting with paid wages, which in turn allow workers or students to gain work experience and develop skills and competencies directly relevant to the occupation or career for which they are preparing. These programs can also combine classroom instruction with paid on-the-job training (*California Unemployment Insurance Code* §14005).

high demand industry sectors that deliver innovative and effective curriculum resulting in high quality employment with sustainable wages.[10]

The unprecedented circumstances our state presently faces compel an additional focus for this year's ELL pilot program. The novel coronavirus disease (COVID-19) has had a profound impact on California's labor market. The pandemic has necessitated an emergency public health response that includes stay-at-home orders, physical distancing restrictions, strict limits on the size of public gatherings, and the curtailing of all but essential economic activity to mitigate the spread of the virus. As a result, California's unemployment rate surged to a record high in just over two months from February to April 2020. During this time the state lost more than 2.6 million jobs across all industries. Given these circumstances, the outlook for the labor market is still uncertain. Immigrant and ELL communities have been disproportionately impacted by the coronavirus and require additional support and resources to secure a future in the emerging post-pandemic labor market. Therefore, this year's ELL grant seeks to address the challenges presented by COVID-19, particularly the impact of widespread closures that have resulted in rising levels of unemployment and limited access to education, training, and reemployment opportunities. The pandemic has also made existing inequalities more evident than ever before. This grant seeks to address the need for equal access to training and employment opportunities in high quality jobs with sustainable wages across communities, including subsidized access to the internet and other technologies for individuals in need.

1. **Background and Vision**

Immigrants make up one-third of the California workforce and many face barriers to employment due to limited English language skills. The ELL program funding should be used to expand and enhance workforce opportunities for ELLs in accordance with the goals and objectives in section I.A.3.

This year, there will be an additional focus on addressing the challenges presented by COVID-19. Applicants are encouraged to collaborate with Institutions of Higher Education (IHEs), innovative training providers, leaders in technology, or other partners that are best suited to expand online solutions to education, training, and employment that comply with COVID-19 restrictions. The IET training provider should aim to provide virtual solutions to as many aspects of participant engagement as possible, including online coursework and training delivery, simulation-based training and assessment, and online delivery models for services such as program enrollment, advising and/or case management, apprenticeship placement, participant evaluation and interviewing, and the provision of vouchers for supportive services. Proposals should address how the lead applicant or the applicant's partner(s) will provide access to technology-enabled programs to individuals and communities that require additional assistance and training in technology, such as instruction in basic technology and access to equipment and the internet.

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[10] A list of education providers offering IET programs can be found in Appendix F.

This program provides an opportunity to enhance partnerships with adult education providers, human service programs, and other WIOA unified plan partners including CBOs. Through these partnerships, applicants will promote the use of regional industry-sector strategies as the framework to help unemployed and underemployed ELLs with significant barriers to employment. Applicants are encouraged to build new relationships with education and training providers that embrace technology-driven solutions to workforce preparation and with employers that offer work-from-home options and/or provide socially-distanced working environments that meet or exceed COVID-19 workplace safety guidelines. This year's ELL program focuses on utilizing documented best practices and strategies from past program years and developing new and innovative strategies that foster success for individual participants and promote system-wide implementation within the applicant's Local Area. The strategies must be sustainable beyond the life of this grant and be replicable in other California communities that face similar challenges. Projects are expected to implement evidence-based practices where available and share lessons learned with the state. These solutions will be shared with the RPUs and other stakeholders to create lasting change and improvements in the workforce system.

2. WIOA and State Plan Goals

California's State Plan for the WIOA *Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity* (Strategic Plan) prioritizes regional coordination among key partners, sector-based employment strategies, skills attainment through WBL and other effective training models (including, but not limited to pre-apprenticeship and apprenticeship), and the development of career pathways. This grant program will help the target population enter a path towards meeting these goals. Proposed projects should advance the goals of the Strategic Plan with an additional focus on the target population and build workforce system infrastructure and capacity through the following:

- **Collaboration** among partners in the development of service delivery strategies that implement strategic co-enrollment and align resources to better connect job seekers to employment, training, and supportive services.
- **Innovation** that creates new strategies, programs, and activities or adapts existing approaches to better serve target populations in workforce development and skill attainment.
- **System change** that uses these subgrants to expand proven strategies, further promote innovation, and inform the program and policy changes that eliminate access barriers and improve outcomes for target populations both during and beyond the grant period.

3. Project Goals and Objectives

This grant program seeks to create sustainable change through the development of long-term relationships with employers and other partners and the creation and expansion of online models of education and training that will extend beyond the life of the grant. The IET pilot will lay foundational infrastructure for regional networks of employers and training providers that will be expanded in future years. Applicants must provide ELLs with opportunities to gain in-demand skills and obtain high quality employment by implementing creative approaches to the

social distancing challenges presented by COVID-19. Successful applicants will demonstrate their ability to utilize, create, or expand technology-enabled programs that will ultimately increase the state's capacity to provide distance learning during and beyond the COVID-19 public health crisis. Projects must include clear strategies for recruiting participants from disadvantaged populations and provisions for equal access to all aspects of education, training, and job placement, including supportive services that provide access to the appropriate technology and internet resources required to complete the program.

Program funding should be used to expand and enhance workforce opportunities for the target population in accordance with the following goals and objectives:

i. Immediate Project Objectives
- Conduct targeted outreach and increase access to workforce services for the target population, with a focus on individuals most impacted by COVID-19.
- Expand or establish partnerships with IET providers to offer an accelerated training program that allows ELLs to close foundational skills gaps while gaining competency in an in-demand career field within the region with sustainable wages.
- Enhance or establish strong partnerships and infrastructure to provide participants with individualized needs assessments leading to strategic co-enrollment in career pathway programs and wrap-around services that support ELLs from enrollment in an IET program to employment in an in-demand industry with sustainable wages.
- Enhance and/or expand existing collaborations with local/regional entities that have a demonstrated history of assisting the target population in successfully completing education and training programs and providing wrap-around and follow-up services (child care, mental health, health, financial literacy, and other supportive services).
- Establish partnerships with employers with a demonstrated track record of providing employment to participants in similar programs and/or successful students in community college programs, particularly in industries with projected growth during and beyond the pandemic that provide socially distanced, safe work environments in compliance with COVID-19 public health regulations.
- Implement specific measures to ensure equal access to education, training, PWEX and WBL opportunities, and career pathways, including the provision of appropriate technology, technology skills training, and internet resources to guarantee accessibility to all participants.
- Provide equal access to distance learning and other technology-enabled modes of service provision, training, assessment, and placement to protect the health and safety of participants as they attain the skills necessary to enter career pathways.
- Leverage partnerships, resources, and programs to better align services for the target population to ensure the following:
  - Employment in good quality in-demand jobs.
  - English and technical/occupational skill building that leads to employment.
  - Strategic career pathways planning assistance.
  - Elimination of duplication of services.

- o Improved participant experiences, labor market skills, and outcomes.
- Leverage state investment with commitments from industry, labor, public, and community partners.

ii. Sustainability and Systems Change Goals

- Create new models for service delivery and funding alignment that can be expanded system wide within the project's Local Area, and can be replicated across the state and tailored to regional needs.
- Increase the number of ELLs placed in high quality jobs with sustainable wages
- Plan for and implement a sustainability plan to promote project continuation post-state investment.
- Coordinate and inform state partners on the following:
  - o Data sharing needs/barriers.
  - o Policy barriers.
  - o Best practices.
  - o Barriers to co-enrollment.
  - o Developing and implementing career pathways and WBL strategies.
  - o Other issues related to effectively serving ELLs.
- Increase the state's capacity to provide IET programs through distance learning and training options equitably to all Californians, including those who require access to appropriate technology and internet resources to be successful.

4. Project Design

Proposals must reflect how the project goals and objectives outlined above will be achieved in an innovative project plan. Applicants may create new tools, borrow methods from other disciplines, or apply models from other sectors or populations in order to achieve the desired outcomes. Strong collaboration, strategic co-enrollment, and equal access to high quality distance learning and technology-enabled training are at the core of this project.

Projects should be designed to coordinate partnerships in the workforce system that encourage a systemic approach to career preparation and streamlined services for ELLs. The lead applicant will facilitate customized case management to support the needs of ELLs from recruitment to post-job placement. Applicants must identify the IET programs and the regionally in-demand career pathways available to participants through the proposed project. Applicants must specify how the IET programs will provide participants with the skills and competencies necessary to successfully enter the labor market, retain employment, and earn wages that lead to self-sufficiency and economic security. Successful applicants will leverage partner networks to ensure job placements for program participants. Strong applicants will be those that demonstrate a history of positive performance in providing workforce services, experience in job placement, and viable connections to the local labor market, expertise in meeting the needs of ELLs and immigrant populations, and collaborations with adult schools or community colleges. All partners are encouraged to build a collaborative network, such as an integrated

resource team (IRT)[11], that will be able to provide no wrong-door entry and a full breadth of wraparound services to participants from entrance into a training program to post-employment follow-up services.

To this end, successful applicants will create partnerships and strategies that bridge the WIOA workforce system gaps for ELLs and provide virtual solutions that allow for participation despite social distancing measures. Successful applicants must explain how they will provide equal access to disadvantaged or minority groups including women, racial and ethnic minorities, justice-impacted, low-income, English language learners, disabled, and/or other marginalized individuals that face significant barriers to employment. This includes thoughtful approaches to recruitment as well as creative solutions to the provision of appropriate technology, technology skills training, and internet resources required to complete online courses, training, and other program related requirements.

Successful applicants should also consider how grant funding can be leveraged to help employers create COVID-19 safe work environments and/or to prepare participants for career pathways that provide work from home options. Competitive projects will implement evidence-based practices where available to improve the workforce system to better serve program participants. Successful applicants will demonstrate how their project will direct existing resources and efforts in new and more effective ways to serve the target population. Successful proposals will explain how the project is practicable and replicable and include a sustainability plan to institutionalize practices.

Successful proposals must cite supporting data as applicable from a variety of sources. Relevant data sources may include the EDD's Labor Market Information Division (LMID), local surveys, and consultation with industry associations, Local Areas, mandatory and non-mandatory partners, or any other reliable data source. The data should reflect the applicant's comprehensive understanding of the issues specific to the target population, demonstrate the need for the proposed project, justify the project's approach, and suggest the potential for success. Applicants must provide data that indicates local and regional labor market demand, current wages, and benefits for occupations listed in the proposed project. To support the current year's focus, data must also reflect the impact of COVID-19 on the target population in the applicant's proposed service area. Given the rapidly changing landscape of the pandemic and the paucity of current, local data that illustrates the experience of individuals and specific communities in crisis, applicants may also incorporate analyses of local news articles to support the other data presented in the narrative.

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[11] More information on integrated resource teams (IRTs) can be found in Appendix D.

i. Project Team

Successful applicants will develop a team composed of at minimum one of each of the following required partners:

- WIOA Title II education and training provider or community college with an established IET program in an in-demand industry with sustainable wages in the proposed service area.
- Employer(s) within the geographic target region offering high quality jobs in the same industry as the proposed IET programs.

It is strongly encouraged that applicants partner with relevant employers in the proposed project area that are interested in recruiting and hiring participants once training has been completed. The project team will work together to provide comprehensive services to support ELLs from education to job placement in a career pathway with sustainable wages. Through an IRT or similar model, partners will coordinate and share resources to implement service plans and leverage expertise to help ELLs overcome barriers to employment quickly and efficiently. Outreach and support should employ a culturally relevant approach to ensure the best outcomes for ELLs. The lead applicant is expected to coordinate effective service delivery between partners. Collaborative partnerships between CBOs with experience in serving ELLs and Local Areas are encouraged. CBOs and/or Local Areas will use their expertise in working with ELLs and employers to ensure that participants receive the necessary supportive and follow-up services they need to successfully complete the program and secure a high quality job.

The state encourages partnerships with human service programs, CBOs, additional WIOA partners, workforce partners, and other special grants and initiatives beyond the required partnerships whenever such additional partnerships are possible and relevant to the project. Applicants must demonstrate that strong relationships already exist or are in the process of being established. Applicants must identify each team member and describe the role of the project team and its members in project development, strategic co-enrollment implementation, and each partner's role in ensuring sustainability beyond the life of the grant.

Project team partners determine the project design and approach. Strong applicants will clearly articulate their own proposed model and partnerships and should describe strategies to successfully recruit and enroll eligible participants into their programs. Applicants may propose projects that are integrated into existing programs or service delivery infrastructure. Successful applicants will show how such program activities can be applied more broadly to maximize positive systemic or regional impact for target populations.

Applicants must submit a logic model to demonstrate how the project design will result in placement into a high quality job with sustainable wages in an in-demand industry after completion of training. Please see Appendix G for an example of a logic model. Provide evidence of the lead applicant's success managing existing employer partnerships and the

project team's experience meeting the workforce needs of ELLs. Cite references to research, studies, and effective practices to justify the proposed sector-based model. Competitive applicants will demonstrate a strong track record of successfully connecting participants to employment.

ii. Project Activities

Award recipients will implement a project that includes collaboration, co-enrollment, and integrated service delivery leading towards pathways to careers. To demonstrate partner investment and coordination, applicants must obtain match commitments totaling 40 percent of the requested funds. Applicants are encouraged to leverage other WIOA programs, public services such as CalWORKs and CalFresh, and foundation or philanthropic resources through cash or in-kind contributions to provide a full breadth of services to ELLs from enrollment to employment. Applicants are expected to expand or establish relationships with community colleges and adult education providers offering IET training programs for in-demand industries in the proposed service area. Resources provided by the IET providers may be considered leveraged resources to satisfy the match requirement. Strong coordination across program partners is expected in order to achieve outcomes that will benefit the target population. Participants enrolled in the grant program must be entered into CalJOBS. Additional metrics, including participant co-enrollments, will be tracked. Partners must ensure that the appropriate data sharing agreements are in place to support implementation of this project.

iii. Project Priorities

Applicants are required to demonstrate knowledge, experience, and the capacity to provide services to the target population. Refer to previous ELL grant programs and other IET models for best practices. Special focus should be placed on job placement services that ensure employment in a high quality job that allows for upward mobility. Applicants must demonstrate that the WIOA resources awarded under this SFP will be dedicated to serving the needs of ELLs. Applicants must clearly describe their capability to conduct and administer a federally funded project, including the ability to collect and report financial and participant data as required. Applicants must be aware of the state and federal disability laws and procedures for ensuring universal access. Applicants must also be willing to adhere to the various assurances and certifications by which all the WIOA subrecipients must abide.

B. Eligibility

Proposals will be accepted from all eligible applicants. Proposals must meet the minimum requirements to be read and scored. The most competitive proposals will be those that serve ELLs impacted by COVID-19 in innovative ways that strategize cross-cutting relationships, system-wide collaboration, and employment in high quality jobs.

1. Applicants

Proposals will be accepted from CBOs and Local Areas. Recipients of the ELL PY 19-20 grant funding are ineligible to apply.

2. Participants

The ELL program is a WIOA Title I Adult Governor's Discretionary grant. Therefore, except as otherwise specified in section 132 of the WIOA, the term "adult" is defined as an individual who is 18 years or older. The eligible participants in this program include ELLs as defined on page one of this SFP.

C. Funding

Funding timing and decisions are based on the availability of funds. Estimated amounts and dates are not final and are subject to change.

1. Award Amounts

A total of $1.6 million in the WIOA Governor's Discretionary Funds are available through this SFP. Applicants may request awards ranging from $200,000 to $350,000. The EDD anticipates an estimated five to seven awards will be granted. Final awards and participant counts may be adjusted depending on the number of successfully submitted proposals. This SFP intends to fund projects that can leverage other resources to maximize the impact of the project, earn the maximum return on investment, and foster project replication and sustainability. Therefore, applicants are required to demonstrate a minimum of 40 percent match of cash and/or in-kind support from other sources. The required match is based on the total amount of grant funding requested.

Note – Proposed funding is based on the anticipated availability of relevant funds. Should anything change, the EDD reserves the right to make adjustments based on the level of funding.

2. Length of Project

The state expects that the performance period for participating projects funded under this SFP will be between 18 and 24 months. Grant funds will not be available for longer than 24 months. No obligation or commitment of funds will be allowed before or beyond the grant period of performance. Any grant funds not expended during the grant agreement period shall be returned to the state. During the first three to six months of the project, the recipient organization is allowed to use the funds for administrative costs, start-up costs, and appointing grant-specific staff. Start-up costs may include costs to plan and establish a collaborative framework among partners in the pilot project.

3. Allowable Uses of Funds

The funds awarded in this SFP must be used to allow participants to obtain and retain competitive, integrated employment within the targeted high growth businesses or industries by doing the following:
- Providing direct services to participants, such as job placement services, short-term pre-vocational training services, supportive services, and WBL.
- Appointing project staff or hiring, if applicable.
- Providing staff development, training, and cross-training to program and partner staff,
- Allowing travel for staff to attend mandatory meetings, trainings, or events.

The WIOA and its associated federal regulations, state and federal directives, and Federal Office of Management and Budget (OMB) Uniform Guidance for Grants and Agreements govern the use of the grant funds. Refer to Appendix B and Appendix C for the general requirements of these funds. Funds awarded under this SFP cannot be used to purchase real property or to construct buildings.

II. Significant Dates

Figure 1: Application Timeline

Event	Date
SFP release	December 3, 2020
Informational teleconference	December 17, 2020 at 10 a.m. PT
Last date to email questions to EDD	December 16, 2020 by 12 noon
Last date for EDD to respond to questions	December 28, 2020
Proposals due	January 20, 2021 by 3 p.m. PT
Proposal review and evaluation	January 26-28, 2021
Deadline to appeal	January 27, 2021 by 3 p.m. PT
Award announcements	April 2021
Estimated project start date	May 1, 2021

Note – All dates after the final proposal submission deadline are approximate and may be adjusted as conditions dictate, without addendum to this SFP.

III. Questions and Answers

Direct any questions regarding this SPF to WSBSFP1@edd.ca.gov. An informational teleconference is scheduled for Thursday, December 17, 2020 at 10 a.m. PT to review application requirements and answer questions regarding this SFP. For meeting information, please send an email request to WSBSFP1@edd.ca.gov by 12 noon on Wednesday, December 16, 2020. The questions and answers will be compiled and posted on the EDD website after the information session.

IV. Required Proposal Content

Applicants must follow all proposal requirements and submit all required forms to be read and scored. Proposals that do not meet the minimum requirements will not be scored or considered for funding.

A. Proposal Requirements

All proposals must adhere to the required format in order to be competitive and must include all of the requested information and attachments. Refer to the Proposal Instructions for details on how to properly complete all required documents.

1. Program Requirements

The EDD requires key project staff to participate in training opportunities and attend mandatory quarterly meetings. Key project staff may also be required to partner with the EDD Project Management staff for technical assistance including CalJOBS training and guidance during start-up, implementation, and throughout the grant period of performance. Start-up and training activities may take up to six months.

2. Mandatory Partnerships

Successful applicants will develop a team composed of at minimum one of each of the following required partners:

- WIOA Title II education and training provider or community college with an established IET program in an in-demand industry with sustainable wages in the proposed service area.
- Employer(s) within the geographic target region offering high quality jobs in the same industry as the proposed IET program(s).

See Appendix F for a list of education partners with IET programs.

Additional partnerships that will enhance the success of the project are recommended based on the needs of the target population and service area. Applicants are strongly encouraged to build a network of employers, workforce partners, and CBOs to support job placement and close gaps in providing training to ELLs. Partnerships must facilitate the provision of a full array of services tailored to the needs of ELLs in the project area from education to high quality employment.

Applicants must demonstrate that strong relationships already exist or are in the process of being established. Applicants are required to submit partnership agreement letters from all partners. See section V.C.3 Partnership Letters for more information on submitting partnership agreement letters.

3. Performance Goals

The state's negotiated performance goals can be found in Figure 2. These metrics and rates of achievement are provided as a point of reference for applicants when reviewing their local goals. The state recognizes that local goals may differ from those presented here. Applicants should tailor performance goals to the project needs and local goals. Refer to the Proposal Instructions for more information about completing Exhibit K.

Figure 2: Negotiated Performance Goals

PY 20-21 Negotiated Performance Goals	Adults
Employment Rate 2nd Quarter After Exit	67.0%
Employment Rate 4th Quarter After Exit	66.0%
Median Earnings 2nd Quarter After Exit	$6,000
Credential Attainment within 4 Quarters After Exit	60.0%

The WIOA Section 116 (b) requires the state to reach an agreement with the Secretary of Labor on state-level performance goals for the Wagner-Peyser Act, WIOA Title I-B Adult, Dislocated Worker, and Youth programs for the two program years of performance accountability beginning on July 1, 2019.

For this SFP, the proposal narrative explanation of performance goals should reflect a data-driven local economic analysis leading to the proposed project performance goals in connection to service delivery, target populations, and skill attainment. In addition to the WIOA performance measures, the state requires subrecipients to track total participants enrolled in education, training, and training-related employment. The Performance Goals Chart in Section V of Exhibit A and the contents of Exhibit K should reflect the data written in the narrative section.

4. Reporting Capacity

All reporting requirements will be fulfilled through the state's required reporting system, CalJOBS. Applicants that do not currently have access must have the capacity to gain access to and report through CalJOBS. See section VIII.C. Reporting for more information.

B. Budgeting Requirements

Applicants may submit a proposal requesting $200,000 - $350,000. Please reference Figure 3 for guidance on calculating the appropriate total request amount. Applicants may apply for any amount within the allowable range. Determination of projected participants and other performance measures should take into account factors specific to the service area, target population, and reasonable costs for proposed services. Please see section V.C.1 Required Forms for budget documents and refer to the Proposal Instructions when completing all forms.

Figure 3: Planning Guideline for Participation and Funding

Amount Requested	Projected Participants	Required Match
$500,000	180	$200,000
$450,000	160	$180,000
$400,000	140	$160,000
$350,000	120	$140,000
$300,000	100	$120,000
$250,000	80	$100,000
$200,000	60	$80,000

1. Match Requirement

Applicants are required to demonstrate a minimum 40 percent match in relation to total requested funds. Complete Exhibit J with the dollar amounts pledged in the required commitment letters to fulfill the match requirement. See section V.C. Required Forms for more information.

> Example
> Requested Funds: $250,000
> Minimum Match: ($250,000) x (40%) = $100,000

Match resources can be leveraged from a variety of sources, including, but not limited to, businesses, industry associations, labor organizations, community-based organizations, education and training providers, and/or federal, state, and local government programs. The match may include the WIOA Title IB formula funds provided the scope of this project falls under the allowable activities of those funds. Matching funds will be subject to the reporting requirements contained in Workforce Services Directive WSD19-05, *Quarterly and Monthly Financial Reporting Requirements* (December 4, 2019) and Title 2 of the *Code of Federal Regulations* (CFR) Section 200.306.

The definition of "cash match" is a contribution of funds made available to the grantee, to be used specifically for project activities and must be consistent with the allowable activities of the fund source. The awarded grantee has control over and disburses these funds. Examples include but are not limited to funding received from employers, foundations, private entities, or local governments.

The definition of "in-kind match" is a contribution of non-cash resources explicitly used for project activities. Examples include but are not limited to donated personnel, services, and use of equipment or space.

2. Administrative Cost Limits

A maximum of 7.5 percent of the total project budget will be allowed for administrative costs. Please refer to Appendix B for the definition of administrative costs.

V. Proposal Submission

Please refer to the Proposal Instructions for details on how to properly complete all required documents.

A. Deadline

All proposals must be submitted by 3 p.m. PT on Wednesday, January 20, 2021. The date or time on a postmark or other courier's documentation is irrelevant to satisfying the submission deadline. Late proposals will not be accepted. Exceptions will not be allowed, and there is no appeal for not meeting the proposal deadline.

B. Formatting

Follow the guidelines below when drafting and submitting the proposal.

- Exhibit A – Proposal Narrative
  - Must not exceed 15 single-spaced pages with 1 inch margins
  - Pages must be standard 8.5 inch by 11 inch sheets
  - Use Arial font size 12 point or larger

- Electronic Submission
  - All documents (see exceptions below) must be saved as Word or files as applicable. Do not save as a PDF.
  - Submit any additional binding documents such as Letters of Commitment, Partnership Agreement Letters, and Creative Commons Attribution License Verifying Document (if Applicable) in Adobe PDF format.
  - All documents must include the name of the applicant in the header.
  - All documents must be saved using a naming convention that includes the applicant's name and does not exceed 40 characters in length. For example, ELL PY 20-21 ExE CommunityCenterXYZ.
  - Attach all proposal elements, including proposal cover page, to email with the subject ELL PY 20-21 [Applicant Name].

C. Required Forms

All forms must be completed and submitted as instructed. See Proposal Instructions for more details.

1. **Exhibits and Additional Documents**
   - **SFP Cover/Signature Page:** Two signed hard copies required.
   - **Proposal Summary:** See Proposal Instructions for more information.
   - **Exhibit A – Proposal Narrative:** See section IV. Required Proposal Content and the Proposal Instructions for required elements of the narrative.
   - **Exhibit I – Project Work Plan:** Provides roles, responsibilities, and milestones for project implementation.
   - **Exhibit J – Partner Roles and Responsibilities:** Verifies cash and/or in-kind match pledged in commitment letters.
   - **Exhibit K – Performance Goals Matrix:** See section IV.A.3 Performance Goals for more information on developing performance goals.
   - **Exhibit E – Expenditure:** "Total Funding Amount" must match Exhibit F and "Total Cash/In-Kind Match" must match Exhibit J.
   - **Exhibit F –Budget Summary:** Lists line item costs for project activities and administration.
   - **Exhibit F2 –Budget Narrative:** Justification of costs in each line item.
   - **Exhibit G – Supplemental Budget (if applicable):** Required if the proposal includes the purchase of any equipment over $5,000 or the procurement of any contractual services regardless of the dollar amount.
   - **Partnership and Match Commitment Letters:** Required from all mandatory partners and any partner pledging match contributions.
   - **Logic Model:** Must demonstrate how the project and partners will lead to the desired participant outcomes.

2. **Match Commitment Letters**

Applicants must provide a letter to verify the dollar amount and sources of match contributions from each entity pledging cash or in-kind match to the project. The letters of commitment must clearly define the parameters of the match and include the exact cash amount or an estimate of the in-kind dollar amount of the match. The individual amounts and totals in these letters must match those listed in Exhibit J. In the case of a discrepancy, the dollar amount pledged in the letter will be used in all calculations.

Each match commitment letter must address the following:

- Describe in detail the specific roles/responsibilities the partner will have in the grant.
- Describe how the services will differ from or enhance what already exists locally.
- Demonstrate that a high level of coordination exists, the extent of the partnership, and the anticipated outcomes.
- Signed by an authorized signatory representative of the partner agency with the contact name, title, and telephone number.
- Letters must be dated between December 3, 2020 and January 20, 2021.

Applicants that do not provide letters verifying matched funds will be considered non-responsive and will not be considered for funding.

3. Partnership Agreement Letters
Applicants must submit letters of agreement from all partners. Letters from employer partners must identify the current or projected need for employees and any hiring expectations after participants' complete training. The required partners are listed below:

- WIOA Title II education and training provider or community college with an established IET program in an in-demand industry with sustainable wages in the proposed service area.
- Employer(s) within the geographic target region offering high quality jobs in the same industry as the proposed IET programs.

All partnership agreement letters must address the elements described in Section V.C.2. Partners pledging match contributions do not need to submit a separate partnership agreement letter.

Applicants that do not provide partnership letters from all partners will be considered non-responsive and will not be considered for funding.

D. Submission Instructions
One proposal will be accepted from each applicant. Do not submit more than one proposal. All applicants must submit two hard copies of the proposal cover page with wet signatures within five business days of the deadline. No other proposal elements will be accepted after the deadline. The entire proposal must be submitted electronically by the deadline.

4. Hard Copy

Applicants must submit two hard copy cover pages with original wet signatures by the applicant's contract signatory authority. Applicants must submit hard copy cover pages within five business days of the proposal deadline. Please send applications as follows:

By Mail	WIOA ELL PY20-21 SFP
	Workforce Services Branch, MIC 88
	Employment Development Department
	PO Box 826880
	Sacramento, CA 94280-0001
By Courier	WIOA ELL PY 20-21 SFP
	Workforce Services Branch, MIC 88
	722 Capitol Mall, Room 2099
	Sacramento, CA 95814
In-Person	WIOA ELL PY 20-21 SFP
	Workforce Services Branch, MIC 88
	Employment Development Department
	722 Capitol Mall, Building Agents Office
	Lobby Room 1100
	Sacramento, CA 95814

5. Electronic

Applicants must submit a copy of all required proposal elements to WSBSFP1@edd.ca.gov by the deadline. Please see section V.B for guidelines on electronic submission.

VI. Award and Contracting Process

After the deadline, the EDD will review the proposals that meet the minimum qualifications. Funding decisions are based on scoring criteria, performance history, and area needs. The EDD will notify all applicants regarding the status of submitted proposals. A summary of projects funded under this SFP will be publically posted on the EDD website.

A. Proposal Review, Scoring, and Evaluation

Teams of independent reviewers will score and rank proposals based on the criteria set forth in this SFP. For those organizations that have participated in past grant programs with EDD's Workforce Services Branch (WSB), past and present performance will be considered in making funding decisions. The scoring value of each section of the SFP is as follows:

Figure 4: Scoring Rubric

Narrative Criteria	Maximum Points
Section I – Statement of Need	10
Section II – Target Group	10
Section III – Project Plan	25
Section IV – Performance Goals	10
Section V – Partnerships and Leveraged Resources	20
Section VI – Statement of Capabilities	10
Section VII – Budget Summary Narrative and Plan	15
Minimum and Other Requirements Total Maximum	**100**

Only those proposals that score in the top tier, are deemed meritorious, and are in the best interest of the state will be recommended for funding. The EDD reserves the right to conduct on-site reviews prior to making final funding recommendations. After completion of the evaluation process, the EDD Director will receive the funding recommendations. The LWDA Secretary in consultation with the EDD and the CWDB will make final funding decisions based on the ranked scores and other factors such as the geographic distribution of funds, past performance, innovative approach, and uniqueness of the project.

All projects selected for funding are contingent on the revision and approval of the contract exhibits. Project exhibits are not automatically approved. Awardees may be required to revise the project exhibits to comply with federal and state mandates during the approval contract negotiation process. The EDD Project Management Group will provide guidance should revisions be necessary.

B. Award Notification

Awards will be announced on the EDD website and applicants will be notified of the funding decisions. Award decision notices are anticipated to be mailed by April 2021.

C. Agreement/Contracting

The EDD will contact the awardees to finalize contract details. The EDD may request that the contracts incorporate changes to the original project proposals. After any necessary negotiations, the EDD will mail the finalized contract to the awardees for signature. The state expects contract negotiations to begin in April 2021 with a projected start date of May 1, 2021.

Awardees are advised to consider whether official action by a County Board of Supervisors, City Council, or other similar decision-making body will be necessary before agreeing to accept funds awarded under this SFP. The time needed for such official action will affect the awardee's ability to meet the project term dates.

VII. Appeal Process

A proposal may be disqualified for not meeting the application requirements. Please read the SFP carefully and consult section IV. Required Proposal Content and section V. Proposal Submission to ensure all program requirements have been adequately addressed in your proposal and that proposals are submitted completely and correctly. An appeal of the disqualification decision may be filed, however, please take into consideration the following:

- There is no appeal process for not meeting the proposal submission deadline.
- Final funding decisions cannot be appealed.
- The application requirements are those conditions that must be met in order for the proposal to be forwarded for evaluation and scoring. See section IV. Required Proposal Content and section V. Proposal Submission for more information.

The EDD will email and mail disqualification letters to applicants. Applicants have seven calendar days from the date the disqualification email is received to appeal. Send all appeals to WSBSFP1@edd.ca.gov by 5 p.m. PT on the seventh calendar day following disqualification. The appellant must submit the facts in writing. The review will be limited to the information provided in writing. To be considered for review, the appeal must contain the following information:

- Appealing organization's full name, address, and telephone number.
- A brief statement of the reasons for appeal, including citations to the SFP and pertinent documents.
- A statement of the relief sought.
- A scanned copy of the statement with an original wet signature of the authorized signatory authority of the organization.
- Appeals must be submitted in PDF form to WSBSFP1@edd.ca.gov.

The WSB Deputy Director's Office (DDO) will respond to appeals via email. The review will be limited to determining whether the proposal met the Application Requirements of the SFP.

VIII. Administrative Requirements

Successful applicants must comply with all administrative and reporting requirements to remain eligible for awarded funds. Applicants that do not comply may be de-obligated.

A. Monitoring and Audits

During the performance period, subrecipients will be monitored and/or audited by the state in accordance with existing policies, procedures, and requirements governing the use of the WIOA funds. Subrecipients are expected to be responsive to all reviewers' requests, provide reasonable and timely access to records and staff, facilitate access to subcontractors, and communicate with reviewers in a timely and accurate manner.

Subrecipients that are units of Local Government or Non-Profit Organizations must ensure that audits required under OMB guidelines are performed and submitted when due. Organizations that are subrecipients under WIOA Title I and that expend more than the minimum level specified in OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards must have either an organization-wide audit conducted in accordance with Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards or a program-specific financial and compliance audit.

B. Record Retention

Awardees will be required to maintain the project and fiscal records sufficient to allow federal, state, and local reviewers to evaluate the project's effectiveness and proper use of funds. The record-keeping system must include both original and summary (computer-generated) data sources. Subrecipients will retain all records pertinent to this contract for a period of five years from the date of the final payment of this contract.

C. Reporting

All subrecipients must have access to the CalJOBS website to report expenditures, participant, and outcome data to the state in a timely and accurate manner. See Appendix E: CalJOBS Workstation and Software Requirements. The state will provide training on how to use the CalJOBS reporting system. Review Types of Work-Based Learning WIOA Desk References and Cal JOBS Activity Codes for guidance on entering grant activity codes.

Subrecipients will be required to submit monthly financial and participant reports using CalJOBS. Also, subrecipients will be required to submit monthly narrative progress reports on the status of the projects. Within 60 days of the project termination date, a project closeout report is due. See WSD19-05, *Monthly and Quarterly Financial Reporting Requirements* (December 4, 2019) for further information.

D. Closeout

A subgrant line item closeout and narrative closeout report will be required 60 days after the end of the grant term. Applicants should include costs associated with closeout activities in the

budget plan. See WSD16-05, *WIOA Closeout Requirements* (July 29, 2016) on the EDD Website for further guidance.

E. Compliance

All funds are subject to their related state and federal statutory and regulatory requirements. These requirements are detailed in governing documents that include, but are not limited to, the WIOA and its associated federal regulations, OMB Circulars, and Title 29 CFR.

F. Intellectual Property Rights/Creative Common Attribution License

Pursuant to 2 CFR 2900.13, to ensure that the federal investment of DOL funds has as broad an impact as possible and to encourage innovation in the development of new learning materials, the grantee will be required to publicly license all work created with grant funds under a Creative Commons Attribution 4.0 (CC BY) license. Work that must be licensed under the CC BY includes both new content created with the grant funds and modifications made to pre-existing, grantee-owned content using grant funds.

This license allows subsequent users to copy, distribute, transmit and adapt the copyrighted work and requires such users to attribute the Work in the manner specified by the grantee. Notice of the license shall be affixed to the Work. For general information and instructions on CC BY refer to Appendix D.

A license under the CC BY is a requirement for work developed by the recipient in whole or in part with grant funds. Pre-existing materials from third parties, including modifications of such materials, remain subject to the intellectual property rights the grantee receives under the terms of the particular license or purchase. Works created by the grantee without grant funds do not fall under the CC BY license requirement. When purchasing or licensing consumable or reusable materials, the grantee is expected to respect all applicable federal laws and regulations, including those pertaining to the copyright and accessibility provisions of the Federal Rehabilitation Act.

The federal government reserves a paid-up, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to apply for federal purposes: (i) the copyright in all products developed under the grant, including a subaward or contract under the grant or subaward; and (ii) any rights of copyright to which the recipient, subrecipient or a contractor purchases ownership under an award (including, but not limited to, curricula, training models, technical assistance products, and any related materials). Such uses include, but are not limited to, the right to modify and distribute such products worldwide by any means, electronically or otherwise.

If applicable, the following needs to be on all products developed in whole or in part with grant funds:

"This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The U.S. Department of Labor (DOL) makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it."

G. Evaluation

The WIOA Sections 134 and 136 (e) provides for the ongoing evaluation of workforce development activities. A statewide activities assessment allows the state to determine the effectiveness of the Governor's Discretionary funds in addressing the identified statewide needs. As a result, the state may pursue a statewide evaluation of the projects awarded through this SFP. If a statewide evaluation takes place, the subrecipient will be required to participate in that evaluation by providing requested data and information. Therefore, all award subrecipients are expected to document lessons learned and effective practices ascertained through this project.

Appendices

Appendix A: WIOA Allowable Activities

The WIOA permits three types of career services: basic career services, individualized career services, and follow-up services.

Basic Career Services

1. Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs.

2. Outreach, intake, and orientation to information and other services available through the one-stop delivery system.

3. Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs.

4. Job search, placement assistance, and career counseling, including the following:

   - Information on in-demand industry sectors and occupations.
   - Information on nontraditional employment.
   - Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the one-stop delivery system.

5. Provision of referrals to and coordination of activities with other programs and services including programs and services within the one-stop delivery system and other workforce development programs.

6. Provision of workforce and labor market employment data relating to local, regional, and national labor market areas, including the following:

   - Job vacancy listings in labor market areas.
   - Information on job skills necessary to obtain the vacant jobs listed.
   - Information relating to local, in-demand occupations including earnings, skill requirements, and opportunities for advancement.

7. Provision of performance and program cost information pertaining to eligible providers of training services by program and type of providers.

8. Provision of information regarding the Local Area performance that specifies local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system.

9. Provision of information relating to the availability of supportive services or assistance including child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the

CalFresh Program— federally known as the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; assistance, supportive services, and transportation through the Temporary Assistance for Needy Families (TANF) program.

10. Provision of information and assistance regarding filing claims for Unemployment Insurance (UI), by which the America's Job Center of California^{SM} (AJCC) must provide "meaningful assistance" to individuals seeking assistance in filing a UI claim. The term "meaningful assistance" means the following:

- Providing assistance on-site using staff who are well-trained in UI claim filing and the rights and responsibilities of claimants.
- Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.
- Assistance in establishing eligibility for financial aid assistance for training and education programs not provided under the WIOA.

Individualized Career Services

1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include the following:

   - Diagnostic testing and use of other assessment tools.
   - In-depth interviewing and evaluation to identify employment barriers and employment goals.

2. Development of an individual employment plan, to identify employment goals, achievement objectives, and the appropriate combination of services for the participant to achieve their employment goals, including information about eligible training providers.

3. Group counseling.

4. Individual counseling.

5. Career planning.

6. Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.

7. Internships and work experiences that are linked to careers.

8. Workforce preparation activities.

9. Financial literacy services.

10. Out-of-area job search assistance and relocation assistance.

11. English language acquisition and integrated education and training programs.

Follow-up Services

Follow-up services, such as counseling regarding the workplace, are provided for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment. Participants may receive follow-up services for up to 12 months after the first day of employment.

Each proposal should include follow-up services for participants after they are placed in unsubsidized employment and after they have exited from the project. The follow-up is intended to support the client in retaining employment and continuing to improve their employment success after exit. The final follow-up design will be negotiated with each successful applicant during contract negotiations based on the length of the contract and the funding available to the applicant. While follow-up services must be made available, not all participants who are registered and placed into unsubsidized employment will need or want such services.

Appendix B: Administrative Costs

Under the WIOA, there is an administrative cost limit of 7.5 percent. As stated in the *Code of Federal Regulations* (CFR) 683.215, the following WIOA Title I functions and activities constitute the costs of administration subject to the administrative cost limitation:

1. "The costs of administration are expenditures incurred by direct grant recipients, as well as local grant recipients, local grant subrecipients, local fiscal agents, and which are not related to the direct provision of WIOA services, including services to participants and employers. These costs can be both personnel and non-personnel and both direct and indirect."

2. The costs of administration are the costs associated with performing the following functions:

    a. Performing the following overall general administrative functions and coordination of those functions under WIOA Title I:
        - Accounting, budgeting, financial and cash management functions.
        - Procurement and purchasing functions.
        - Property management functions.
        - Personnel management functions.
        - Payroll functions.
        - Coordinating the resolution of findings arising from audits, reviews, investigations and incident reports.
        - Audit functions.
        - General legal services functions.
        - Developing systems and procedures, including information systems, required for these administrative functions.
        - Fiscal agent responsibilities.

    b. Performing oversight and monitoring responsibilities related to WIOA administrative functions.

    c. Costs of goods and services required for administrative functions of the program, including goods and services such as rental or purchase of equipment, utilities, office supplies, postage, and rental and maintenance of office space.

    d. Travel costs incurred for official business in carrying out administrative activities or the overall management of the WIOA system.

    e. Costs of information systems related to administrative functions (for example, personnel, procurement, purchasing, property management, accounting and payroll systems) including the purchase, systems development and operating costs of such systems.

3. Awards to sub-recipients or contractors that are solely for the performance of administrative functions are classified as administrative costs:

   a. Personnel and related non-personnel costs of staff that perform both administrative functions specified in item 2 of this section and programmatic services or activities must be allocated as administrative or program costs to the benefitting cost objectives/categories based on documented distributions of actual time worked or other equitable cost allocation methods.

   b. Specific costs charged to an overhead or indirect cost pool that can be identified directly as a program cost are to be charged as a program cost. Documentation of such charges must be maintained.

   c. Except as provided item 2a of this section, all costs incurred for functions and activities of subrecipients and contractors are program costs.

   d. Continuous improvement activities are charged to administration or program category based on the purpose or nature of the activity to be improved. Documentation of such charges must be maintained.

4. Costs of the following information systems including the purchase, systems development, and operational costs (e.g., data entry) are charged to the program category:

   a. Tracking or monitoring of participant and performance information.
   b. Employment statistics information, including job listing information, job skills information, and demand occupation information.
   c. Performance and program cost information on eligible providers of training services, youth activities, and appropriate education activities.
   d. Local Workforce Development Area performance information.
   e. Information relating to supportive services and unemployment insurance claims for program participants.

5. Where possible, entities identified in item 1 must make efforts to streamline the following:

   a. Services in item 2a-2e of this section to reduce administrative costs by minimizing duplication and effectively using information technology to improve services.

Appendix C: Allowable Costs and Cost Items Matrix

An entity that receives funds under Title I of the WIOA is required to comply with the Office of Management and Budget Title 2 *Code of Federal Regulations* (CFR) Part 2900: "Uniform Administrative Requirements, Cost Principles, and Audit Requirements Final Rule" (Uniform Guidance), Section 200 and Department of Labor (DOL) exceptions. In general, to be an allowable charge under WIOA, a cost must meet the following criteria:

- Be necessary and reasonable for the performance of the award.
- Be allocable to the award.
- Conform to any limitations or exclusions set forth in the award.
- Be consistent with policies and procedures that apply uniformly to both federally-financed and other activities of the non-federal entity.
- Be accorded consistent treatment.
- Be determined in accordance with generally accepted accounting principles.
- Not be used to meet cost sharing or matching requirements of any other federally-financed program (without prior approval from the State).
- Be adequately documented.

Below is a high level cost items matrix with six columns. The first four columns identify cost items and various entity types. The remaining two columns are reserved for the specific Uniform Guidance sections and DOL exceptions (if applicable). It should be noted that the matrix is intended to be used as an initial tool or quick reference guide, rather than a final authority for making a determination of whether or not a cost would be considered allowable.

The legend key below along with the definitions is intended to help the user understand whether a cost item is allowable or not.

Figure 1: Allowable Costs Legend

Legend Key	Legend Key Definition
A	Allowable
AP	Allowable with Prior Approval
AC	Allowable with Conditions
U	Unallowable
NS	Not Specified in the Uniform Guidance

If a cost item is denoted with two or more legend keys, users should delve further into the various information sources as they may provide the additional clarity that is needed. If this effort does not provide the necessary information, then the project manager or Regional Advisor should be contacted. The "NS" legend key means that information may not be readily available. In this event, other information sources should be sought out before attempting to contact the project manager or Regional Advisor.

The "AP" legend key means that, in some instances, prior written approval will be required. In this event, the user should adhere to Title 2 CFR Part 2900: "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards," Section 200.407 and DOL exceptions Section 2900.16, and contact their project manager or Regional Advisor.

Figure 2: Cost Items Matrix

	Cost Item	Educational Institutions	Non-Profit Organizations	State, Local and Indian Tribal Governments	Uniform Guidance Section	DOL Exception Section
1	Advertising and public relations	A/U	A/U	A/U	200.421	
2	Advisory councils	AC/U	AC/U	AC/U	200.422	
3	Alcoholic beverages	U	U	U	200.423	
4	Alumni/ae activities	U	NS	NS	200.424	
5	Audit services	AC/U	AC/U	AC/U	200.425	
6	Bad debts	U	U	U	200.426	
7	Bonding costs	A	A	A	200.427	
8	Collection of improper payments	A	A	A	200.428	
9	Commencement and convocation costs	AC/U	NS	NS	200.429	
10	Compensation – personal services	A/U	A/U	A/U	200.430	
11	Compensation – fringe benefits	A /U	A /U	A /U	200.431	
12	Conferences	A	A	A	200.432	
13	Contingency provisions	AC/U	AC/U	AC/U	200.433	2900.18
14	Contributions and donations	U	U	U	200.434	
15	Defense and prosecution of criminal and civil proceedings, claims, appeals, and patent infringement	AC/U	AC/U	AC/U	200.435	
16	Depreciation	AC	AC	AC	200.436	
17	Employee health and welfare costs	A	A	A	200.437	

	Cost Item	Educational Institutions	Non-Profit Organizations	State, Local and Indian Tribal Governments	Uniform Guidance Section	DOL Exception Section
18	Entertainment costs	U/AP	U/AP	U/AP	200.438	
19	Equipment and other capital expenditures	AP/U	AP/U	AP/U	200.439	
20	Exchange rates	AP	AP	AP	200.440	
21	Fines, penalties, damages and other settlements	U/AP	U/AP	U/AP	200.441	
22	Fund raising and investment management costs	U/AP/A	U/AP/A	U/AP/A	200.442	
23	Gains and losses on disposition of depreciable assets	AC	AC	AC	200.443	
24	General cost of government	NS	NS	U/A	200.444	
25	Goods or services for personal use	U/AP	U/AP	U/AP	200.445	
26	Idle facilities and idle capacity	AC/U	AC/U	AC/U	200.446	
27	Insurance and indemnification	AC/U	AC/U	AC/U	200.447	
28	Intellectual property	A/U	A/U	A/U	200.448	
29	Interest	AC/U	AC/U	AC/U	200.449	
30	Lobbying	U	U	U	200.450	
31	Losses on other awards or contracts	U	U	U	200.451	
32	Maintenance and repair costs	A	A	A	200.452	
33	Material and supplies costs, including costs of computing devices	A	A	A	200.453	
34	Memberships, subscriptions, and professional activity costs	A/U	A/U	A/U	200.454	

	Cost Item	Educational Institutions	Non-Profit Organizations	State, Local and Indian Tribal Governments	Uniform Guidance Section	DOL Exception Section
35	Organization costs	U/AP	U/AP	U/AP	200.455	
36	Participant support costs	AP	AP	AP	200.456	
37	Plant and security costs	A	A	A	200.457	
38	Pre-award costs	AP	AP	AP	200.458	
39	Professional services costs	A	A	A	200.459	
40	Proposal costs	A	A	A	200.460	
41	Publication and printing costs	A	A	A	200.461	
42	Rearrangement and reconversion costs	A/AP	A/AP	A/AP	200.462	
43	Recruiting costs	A/U	A/U	A/U	200.463	
44	Relocations costs of employees	AC/U	AC/U	AC/U	200.464	
45	Rental costs of real property and equipment	AC/U	AC/U	AC/U	200.465	
46	Scholarships and student aid costs	AC	NS	NS	200.466	
47	Selling and marketing	U/AP	U/AP	U/AP	200.467	
48	Specialized service facilities	AC	AC	AC	200.468	
49	Student activity costs	U/AP	U/AP	U/AP	200.469	2900.19
50	Taxes	AC	AC	AC	200.470	
51	Termination costs	AC/U	AC/U	AC/U	200.471	
52	Training and education costs	A	A	A	200.472	
53	Transportation costs	A	A	A	200.473	
54	Travel costs	AC	AC	AP	200.474	
55	Trustees	A	A	NS	200.475	

Appendix D: Internet Resources

The following websites provide additional information that may help develop project plans, build partnerships, obtain data, and respond to questions in the SFP:

- AJCC
  Central location for information about Job/Career Centers and related links.

- California Association for Local Economic Development
  Economic development organization dedicated to advancing its members' ability to achieve excellence in delivering economic development services to their communities and business clients within California.

- California Community Colleges Economic and Workforce Development
  Industry-specific services, grant-funded initiatives and technical assistance to support business growth.

- California Department of Finance-Demographic Research
  State finance census data including population by gender, age, and race by county.

- California Department of Health Care Services
  Provides services to preserve and improve the health status of all Californians.

- California Department of Education
  Programs available to provide adults with knowledge and skills necessary to participate effectively as productive citizens and workers.

- California Department of Industrial Relations-Division of Apprenticeship Standards
  Opportunities for Californians to gain employable lifetime skills and provides employers with a highly skilled and experienced workforce while strengthening California's economy.

- California Department of Rehabilitation
  Services and advocacy for employment, independent living and equality for individuals with disabilities.

- California Department of Social Services
  Oversight and administration of programs serving California's most vulnerable residents.

- Employment Development Department (EDD)
  The EDD is the administrative entity for the WIOA VEAP SFP. This site contains or links to a wide range of employment and training resources, including labor market information.

- CalJOBS
  The CalJOBS system is California's online resource to help job seekers and employers navigate the state's workforce services. The enhanced system allows users to easily

search for jobs, build résumés, access career resources, find qualified candidates for employment, and gather information on education and training programs.

- California Labor and Workforce Development Agency
  The Labor Agency oversees seven major departments, boards, and panels that serve California businesses and workers including the Employment Development Department.

- California Workforce Association (CWA)
  CWA is a non-profit membership organization that develops public policy strategies and builds local capacity to address critical workforce issues while working with workforce development partners in California.

- California Workforce Development Board (CWDB)
  The CWDB establishes policy for, and provides guidance to, Local Workforce Development Boards (Local Board), which provide services under the WIOA.

- Disability Benefits 101
  Gives tools and information on health coverage, benefits, and employment.

- Division of Apprenticeship Standards
  Apprenticeship programs' search.

- Final Rule (Uniform Guidance)
  Uniform Guidance applies to all Federal awards (i.e. funds awarded under this SFP).

- High Quality Jobs
  A library of resources to define, assess, and improve job quality.

- Integrated Basic Education Skills and Training (I-BEST)
  Information on Washington's dual teacher, accelerated training model.

- Integrated Resources Team (IRT)
  Resources on the IRT service delivery model.

- Labor Market Information (LMI)
  Find labor market information industry/business that can be useful in preparing your proposal.

- Local Workforce Development Areas (LWDAs)
  A listing of Local Areas with addresses and contact information.

- OMB
  The OMB oversees and coordinates Federal administration procurement, financial management, information, and regulatory policies.

- California Department of Industrial Relations: Apprenticeships
  Information on the quality elements of a pre-apprenticeship program.

- Resources for Grant Subrecipients
  An EDD website featuring "Frequently Asked Questions," project management resources, guidance, webinar materials and other important information for applicants and subrecipients.

- Multi-State Sector Strategy Project
  On-going multi-State project focused on accelerating the adoption of sector strategies.

- U.S. Census Bureau
  Serves as the leading source of quality data about people, business and economy.

- U.S. Small Business Administration
  Guidance and resource information to owners and operators of small businesses.

- U.S. Chamber of Commerce – Institute for Competitive Workforce
  Develops workforce strategies for businesses, chambers of commerce, and communities to hire, train, retain, and advance skilled workers in the 21st century.

- U.S. Department of Labor Employment and Training Administration (DOLETA)
  The U.S. DOLETA is the federal agent for the WIOA program.

- SFP
  The WIOA SFPs and related information can be accessed from the EDD's SFP page.

- U.S Department of Labor WorkforceGPS (WorkforceGPS)
  WorkforceGPS is sponsored by the U.S. Department of Labor, Employment and Training Administration. The WorkforceGPS is an integrated workforce system network.

- WIOA
  The Act governing the funds made available in this SFP.

Appendix E: CalJOBS Workstation and Software Requirements

Figure 1: Workstation Requirements (VOS v16.x)

System	Hardware Required	Software Required	Connectivity
Client Workstation	Processor: PIII or higher Memory: 2 GB of RAM or higher Display: Super VGA (800 X 600) or higher-resolution video adapter and monitor	Operating System: Microsoft Windows 7 Macintosh OS X v10. 4.8 (Panther) or higher 3rd-Party Software (described after table): Meadco ScriptX ActiveX 7.4/ Object[1]/ Microsoft Silverlight 3[2] DynamSoft HTML5 Document Scanning	Minimum: Dedicated broadband or high speed access, 380k or higher
Staff/ Administrator Workstation	Processor: PIII or higher Memory: 2GB of RAM or higher Display: Super VGA (800 X 600) or higher-resolution video adapter and monitor	Operating System: Microsoft Windows 7 Macintosh OS X v10. 4.8 (Panther) or higher. JAWS for Windows software for visually impaired access (optional) 3rd-Party Software (described after table): Meadco ScriptX ActiveX 7.4/ Object Microsoft Silverlight 3 DynamSoft HTML5 Document Scanning	Minimum: Dedicated broadband or high speed access, 380Kbps or higher

Supported Browsers
For best results, use a current version of one of the following supported browsers:

Desktop Browsers

-   Google Chrome | Download Latest Version

-   Microsoft Internet Explorer 11 or higher | Download Latest Version

-   Mozilla Firefox | Download Latest Version

- Apple Safari | Download Latest Version

- Opera | Download Latest Version

- Microsoft Edge | Download Latest version

Mobile Browsers
For iOS and Android mobile phones and tablets, use a current version of one of the following supported browsers:

iOS

- Safari for iOS

- Google Chrome for iOS

- Firefox for iOS

Android

- Google Chrome for Android

- Firefox for Android

Client Workstations (Third-Party Software)
As indicated in the preceding table certain freely available third-party software is required on client workstations to maximize all of the features in the Virtual OneStop suite.

Figure 2: Third-Party Software

VOS	v14.0	v15.3	
Adobe Acrobat Reader	v8.0+	v8.0+	Adobe Acrobat Reader
Adobe Flash	v11+	v11+	
Meadco ScriptX	v7.4+	v7.4+	Meadco ScriptX
Microsoft RSClientPrint for SSRS reports			Detailed instructions for installing the 2012 MS RSClientPrint control can be copied from the following site: 2012 MS RSClientPrint Instructions Downloading and installing the ActiveX control RSClientPrint.cab requires administrator permissions on the client machine. A user with permissions would opt to install when prompted by their browser to download the Active X control.
DynamSoft HTML5 Document Scanning			DynamSoft Download DynamicWebTWAINHTML5Edition.exe

Meadco ScriptX 7.4: ScriptX provides for the closely controlled printing of HTML- and XML-based documents. It is a client-side ActiveX object used throughout Virtual OneStop to ensure the consistent formatting and appearance of printed output from any local or networked printer, regardless of the printing attributes already set in that computer's browser. It temporarily controls printer settings such as margin sizes, header and footer information, page numbering, and whether to print in Landscape or Portrait mode. The control is in place at the time of printing a browser window or framed content; all settings are automatically restored to default settings and no permanent changes are saved. ScriptX v7.5 or later is required when working with Internet Explorer 8 on Windows XP, Windows Vista, and Windows 7.

Adobe Acrobat Reader 11: Certain documents (such as User Guides and Quick Reference Cards) are available to our customers on our external OPC website as Adobe Acrobat files. They are also frequently attached as some of the resources that are available on the Staff Online Resources page in Virtual LMI. These files can be read with Adobe Acrobat Reader 6.0 or higher; however, it is recommended that this recent version of Adobe Acrobat Reader be installed. Acrobat Reader is free browser software.

Adobe Flash 11: The Training/Learning Center Videos for Virtual OneStop can be watched with Adobe Flash 9 or later, although we recommend the current version 11. Adobe Flash is free browser software. The only limitations may be with client firewalls and security obstructions that may keep the videos from functioning correctly.

RSClientPrint is a Microsoft ActiveX control that enables client-side printing of Microsoft SQL Server Reporting Services reports. The ActiveX control displays a custom print dialog box that shares common features with other print dialog boxes. The client-side print dialog box includes a printer list for selection, print preview option, page margin settings, orientation, etc. Downloading and installing the ActiveX control RSClientPrint.cab requires administrator permissions on the client machine.

VOS uses CKEditor version 4.3.1

The version 14.0 Virtual One Stop (VOS) is currently using version 4.3.1 of CKEditor. CKEditor is used within the VOS system to allow you to use common word processing features in the system with such things as job descriptions, resumes and cover letters.

CKEditor supports all popular browsers including Chrome, Firefox, Internet Explorer, Opera and Safari. However, Internet Explorer 7 (or lower) and Firefox 3.6 are no longer supported (CKEditor 4.1.3 was the last version to support Internet Explorer 7 and Firefox 3.6).

It should also be noted that while the latest version of Safari is actively supported, earlier versions may have compatibility issues.
If you are using these unsupported browsers versions, your browser should be updated to avoid compatibility issues.

Appendix F: Directory of Adult Education Centers with IET Programs

Alameda County

Alameda Adult School
Director: Joy Chua, Principle
Phone: 1-510-522-3858 x58700
Email: jchua@alamedaunified.org

IET Programs: Education, Child Development, and Family Services; Health Science and Medical Technology

Berkeley Adult School
Director: Thomas Reid, Principal
Phone: 1-510-644-8960
Email: thomasreid@berkeley.net

IET Programs: Business and Finance; Health Science and Medical Technology; Hospitality, Tourism, and Recreation

Castro Valley Adult & Career Education
Director: Beth Cutter, Director
Phone: 1-510-886-1000
Email: bcutter@cv.k12.ca.us

IET Programs: Health Science and Medical Technology; Information and Communication Technologies

Fremont Adult and Continuing Education
Director: Heidi McFadden, Principal
Phone: 1-510-793-6465 x29105
Email: hmcfadden@fremont.k12.ca.us

IET Programs: Business and Finance; Engineering and Architecture; Health Science and Medical Technology; Hospitality, Tourism, and Recreation

Hayward Adult School
Director: Evelyn Ocasio, Director
Phone: 1-510-783-4001 x36105
Email: eocasio@has.edu; ekanakis@has.edu

IET Programs: Health Science and Medical Technology

Livermore Adult Education
Director: Sara Walke, Administrator
Phone: 1-925-606-4722 x7175
Email: swalke@lvjusd.org

IET Programs: Business and Finance

New Haven Adult School
Director: Grace Kim, Principal
Phone: 1-510-476-2696 x62635
Email: gkim@nhusd.k12.ca.us

IET Programs: Education, Child Development, and Family Services

Oakland Adult and Career Education
Director: Kim Jones, Director
Phone: 1-510-273-2311
Email: kim.jones1@ousd.org

IET Programs: Health Science and Medical Technology

San Leandro Adult School
Director: Bradley Frazier, Principal
Phone: 1-510-618-4424
Email: bfrazier@slusd.us

IET Programs: Information and Communication Technologies

San Lorenzo Adult School
Director: Sharita Williams, Principal
Phone: 1-510-317-4204
Email: swilliams@slzusd.org

IET Programs: Business and Finance; Education, Child Development, and Family Services

Contra Costa

Liberty Adult Education
Director: Debbie Norgaard, Coordinator
Phone: 1-925-634-2565 x1073
Email: norgaard@luhsd.net

IET Programs: Business and Finance; Hospitality, Tourism, and Recreation

Martinez Adult Education
Director: Suzanne Murphy, Director
Phone: 1-925-335-5890 x3963
Email: smurphy@martinez.k12.ca.us

IET Programs: Health Science and Medical Technology

Mt. Diablo Adult Education
Director: G. Vittoria Abbate, Director
Phone: 1-925-685-7340 x6710
Email: abbategv@mdusd.org

IET Programs: Health Science and Medical Technology; Information and Communication Technologies

Pittsburg Adult Education Center
Director: Danny Lockwood, Principal
Phone: 1-925-473-2400 x2402
Email: dlockwood@pittsburg.k12.ca.us

IET Programs: Information and Communication Technologies

West Contra Costa Adult Education
Director: Ann Shin, Director
Phone: 1-510-231-1100
Email: ashin@wccusd.net

IET Programs: Health Science and Medical Technology; Hospitality, Tourism, and Recreation

Fresno

Central Unified Adult Education
Director: Leah Spate, Director
Phone: 1-559-276-5230 x53102
Email: lspate@centralusd.k12.ca.us

IET Programs: Business and Finance

Fresno Adult School
Director: Raine Bumatay, Principal
Phone: 1-559-457-6024

Email: Raine.Bumatay@fresnounified.org

IET Programs: Hospitality, Tourism, and Recreation; Information and Communication Technologies

Kern

FIELD
Director: Delilah Martinez, Director
Phone: 1-209-204-8320
Email: dmartinez@fieldinstitute.org

IET Programs: Agriculture and Natural Resources; Business and Finance; Education, Child Development, and Family Services; Energy, Environment, and Utilities

Bakersfield Adult School
Director: Mark Wyatt, Principal
Phone: 1-661-835-1855 x61120
Email: mark_wyatt@kernhigh.org

IET Programs: Business and Finance; Hospitality, Tourism, and Recreation

Los Angeles

ABC Adult School
Director: Pao Ling Guo, Principal
Phone: 1-562-229-7960 x25011
Email: Paoling.Guo@abcusd.us

IET Programs: Business and Finance; Health Science and Medical Technology

Azusa Adult Education Center
Director: Paul Hernandez, Director
Phone: 1-626-852-8400
Email: phernandez@azusa.org

IET Programs: Business and Finance; Health Science and Medical Technology
Baldwin Park Adult and Community Education
Director: Veronica Valenzuela, Director of Adult and Community Education
Phone: 1-626-939-4456 x4103
Email: vvalenzuela144@bpusd.net

IET Programs: Building and Construction Trades; Energy, Environment, and Utilities; Health Science and Medical Technology; Hospitality, Tourism, and Recreation; Marketing, Sales, and Service; Transportation

Burbank Adult School
Director: Emilio Urioste, Director
Phone: 1-818-729-5950 x33901
Email: emiliourioste@burbankusd.org

IET Programs: Health Science and Medical Technology; Information and Communication Technologies

Cerritos College
Director: Graciela Vasquez, Associate Dean
Phone: 1-562-860-2451 x2490
Email: gvasquez@cerritos.edu; tdiaz@cerritos.edu

IET Programs: Business and Finance; Transportation

Glendale Community College
Director: Alfred Ramirez, Administrative Dean
Phone: 1-818-240-1000 x5018
Email: aramirez@glendale.edu

IET Programs: Business and Finance; Health Science and Medical Technology

Hacienda La Puente Adult Education
Director: Greg Buckner, Executive Director
Phone: 1-626-933-3915
Email: gbuckner@hlpusd.k12.ca.us

IET Programs: Fashion and Interior Design

Los Angeles Community College District
Director: Nelines Colon-Paladini, WIOA Adult Ed and Civics Director
Phone: 1-323-953-4000 x2232
Email: colonn@lacitycollege.edu; ramirea2@lacitycollege.edu; alvarebn@laccd.edu

IET Programs: Health Science and Medical Technology; Hospitality, Tourism, and Recreation

Division of Adult and Career Education
Director: Joseph Stark, Executive Director
Phone: 1-213-241-3150

Email: joseph.stark@lausd.net

IET Programs: Building and Construction Trades; Business and Finance; Education, Child Development, and Family Services; Energy, Environment, and Utilities; Fashion and Interior Design; Health Science and Medical Technology; Hospitality, Tourism, and Recreation; Transportation

Lynwood Community Adult School
Director: Shamel Wilson, Principal
Phone: 1-310-604-3096 x7201
Email: swilson@mylusd.org

IET Programs: Business and Finance

Monrovia Community Adult School
Director: Flint Fertig, Director
Phone: 1-626-471-3060
Email: Ffertig@monroviaschools.net

IET Programs: Health Science and Medical Technology

Montebello Community Adult School
Director: Angel Gallardo, Acting Adult Education Director
Phone: 1-323-887-7844
Email: gallardo_angel@montebello.k12.ca.us

IET Programs: Health Science and Medical Technology; Public Services

Mt. San Antonio College
Director: Madelyn Arballo, Associate Vice President, Continuing Education
Phone: 1-909-274-5228
Email: marballo@mtsac.edu

IET Programs: Business and Finance; Health Science and Medical Technology

Norwalk-La Mirada Adult School
Director: Sharon Todd, Director
Phone: 1-562-210-3996 x614101
Email: stodd@nlmusd.org

IET Programs: Business and Finance; Education, Child Development, and Family Services

Paramount Adult School

Director: Yvonne Rodriguez, Principal
Phone: 1-562-602-8080
Email: yrodriguez@paramount.k12.ca.us

IET Programs: Information and Communication Technologies

Adult Education Center
Director: Anthony Fuller, Principal
Phone: 1-310-664-6222 x66208
Email: afuller@smmusd.org

IET Programs: Business and Finance; Hospitality, Tourism, and Recreation

Torrance Adult School
Director: Wayne Diulio, Director
Phone: 1-310-972-6500 x6965
Email: diulio.wayne@tusd.org

IET Programs: Business and Finance; Education, Child Development, and Family Services; Health Science and Medical Technology

Whittier Adult School
Director: Margie Moriarty, Principal
Phone: 1-562-698-8121 x1300
Email: margie.moriarty@wuhsd.org

IET Programs: Building and Construction Trades; Business and Finance; Education, Child Development, and Family Services

Madera

Madera Adult School
Director: David Raygoza, Principal
Phone: 1-559-675-4425 x103
Email: davidraygoza@maderausd.org

IET Programs: Information and Communication Technologies

Marin

Tamalpais Adult School
Director: Jaemi Naish, Director
Phone: 1-415-945-1070
Email: jnaish@tamdistrict.org

IET Programs: Health Science and Medical Technology

Monterey

Salinas Adult School
Director: Tatiana Roganova, Director
Phone: 1-831-796-6900 x1378
Email: tatiana.roganova@salinasuhsd.org

IET Programs: Hospitality, Tourism, and Recreation

Napa

Napa Valley Adult Education
Director: Rick Jordan, Principal
Phone: 1-707-253-3594
Email: Rick_Jordan@nvusd.org

IET Programs: Business and Finance

Nevada

Nevada Union Adult Education
Director: Michael Hughes, Principal
Phone: 1-530-477-1225 x5012
Email: mhughes@njuhsd.com

IET Programs: Education, Child Development, and Family Services

Orange

BPSOS Center for Community Advancement
Director: Brendon Peacock, Lead Adult Education Instructor
Phone: 1-714-463-6357
Email: brendon.peacock@bpsos.org

IET Programs: Health Science and Medical Technology

Garden Grove Adult Education/Lincoln Education Center
Director: M'Liss Patterson, Director
Phone: 1-714-663-6305
Email: mpatterson@ggusd.us

IET Programs: Business and Finance

Huntington Beach Adult School
Director: Steve Curiel, Principal
Phone: 1-714-842-4227 x4401
Email: scuriel@hbas.edu

IET Programs: Business and Finance; Education, Child Development, and Family Services; Health Science and Medical Technology; Information and Communication Technologies

North Orange Continuing Education
Director: Karen Bautista, Vice President of Instruction
Phone: 1-714-808-4570
Email: kbautista@noce.edu

IET Programs: Business and Finance; Education, Child Development, and Family Services; Health Science and Medical Technology

Rancho Santiago Community College District
Director: Christine Kosko, Dean of Instruction & Student Services
Phone: 1-714-241-5715
Email: Kosko_Christine@sac.edu

IET Programs: Business and Finance; Health Science and Medical Technology; Information and Communication Technologies

Placer

Roseville Adult School
Director: Lisa Voss, Director
Phone: 1-916-782-3952 x1701
Email: lvoss@rjuhsd.us

IET Programs: Business and Finance

Tahoe Truckee Unified Adult Education
Director: Todd M. Wold, Ed.D., Manager of College and Careers: Career Technical and Adult Education
Phone: 1-530-582-2591 x20444
Email: twold@ttusd.org

IET Programs: Transportation

Riverside

Coachella Valley Adult School
Director: Jereme Weischedel, Principal
Phone: 1-760-398-6302
Email: Jereme.weischedel@cvusd.us

IET Programs: Hospitality, Tourism, and Recreation

Corona-Norco Adult School
Director: JoDee Slyter, Director
Phone: 1-951-736-7128
Email: jslyter@cnusd.k12.ca.us

IET Programs: Building and Construction Trades; Business and Finance; Education, Child Development, and Family Services

College of the Desert
Director: Dean Papas, Acting Director of Noncredit & Adult Education Programs
Phone: 1-760-776-7371
Email: dpapas@collegeofthedesert.edu

IET Programs: Manufacturing and Product Development

Jurupa Adult School
Director: Annamarie Montanez, Principal
Phone: 1-951-222-7739
Email: annamarie_montanez@jusd.k12.ca.us

IET Programs: Manufacturing and Product Development; Public Services

Valley Adult School
Director: Nohora Vazquez, Facilitator

Phone: 1-951-253-7093 x2131
Email: nohora.vazquez@leusd.k12.ca.us

IET Programs: Education, Child Development, and Family Services

Moreno Valley Community Adult School
Director: Patricia Bazanos, Ed.D, Principal
Phone: 1-951-571-4790 x64801
Email: pbazanos@mvusd.net

IET Programs: Health Science and Medical Technology

Mt. San Jacinto Community College
Director: Amy Campbell, Director
Phone: 1-951-506-6957 x6521
Email: acampbell@msjc.edu

IET Programs: Building and Construction Trades; Business and Finance; Education, Child Development, and Family Services; Hospitality, Tourism, and Recreation; Information and Communication Technologies; Transportation

Sacramento

Center Adult School
Director: David French, Program Coordinator
Phone: 1-916-338-6440
Email: davidlf@centerusd.org

IET Programs: Education, Child Development, and Family Services

Elk Grove Adult and Community Education
Director: Karen Malkiewicz, Principal
Phone: 1-916-686-7717 x78000
Email: kmalkiew@egusd.net

IET Programs: Education, Child Development, and Family Services; Hospitality, Tourism, and Recreation

Folsom Cordova Adult School
Director: Rhonda Balmain, Principal
Phone: 1-916-294-9106 x840151
Email: rbalmain@fcusd.org

IET Programs: Education, Child Development, and Family Services; Information and Communication Technologies

A. Warren McClaskey Adult Center
Director: Susan Lytle Gilmore, Director
Phone: 1-916-395-5788
Email: gilmores@scusd.edu

IET Programs: Business and Finance

Charles A. Jones Career and Education Center
Director: Susan Lytle Gilmore, Director
Phone: 1-916-395-5788
Email: gilmores@scusd.edu

IET Programs: Business and Finance

San Juan School for Adults
Director: Brett Wolfe, CTE & Adult Education Director
Phone: 1-916-971-7163
Email: brett.wolfe@sanjuan.edu, lbartlett@sanjuan.edu

IET Programs: Health Science and Medical Technology

San Bernardino

Chaffey Adult School
Director: Todd Haag, Principal
Phone: 1-909-391-5365 x2800
Email: todd.haag@cjuhsd.net

IET Programs: Education, Child Development, and Family Services; Health Science and Medical Technology

Fontana Adult School
Director: Cynthia Gleason, Principal
Phone: 1-909-357-5490 x56117
Email: cynthia.gleason@fusd.net; tracey.vackar@fusd.net

IET Programs: Business and Finance; Education, Child Development, and Family Services; Health Science and Medical Technology; Marketing, Sales, and Service

San Diego

Grossmont Adult Education
Director: Kim Bellaart, Director
Phone: 1-619-588-3511
Email: kbellaart@guhsd.net

IET Programs: Health Science and Medical Technology; Transportation

MiraCosta Community College - Community Learning Center
Director: John Makevich, Dean
Phone: 1-760-7958701
Email: jmakevich@miracosta.edu

IET Programs: Education, Child Development, and Family Services

San Diego Continuing Education
Director: Michelle Fischthal, Vice President
Phone: 1-619-388-4990 x93884990
Email: Mfischthal@sdccd.edu

IET Programs: Business and Finance; Education, Child Development, and Family Services; Fashion and Interior Design; Health Science and Medical Technology; Hospitality, Tourism, and Recreation; Information and Communication Technologies

National City, Chula Vista, Montgomery, San Ysidro Adult Schools
Director: Ryan Burke, Director
Phone: 1-619-796-7200
Email: ryan.burke@sweetwaterschools.org

IET Programs: Health Science and Medical Technology; Hospitality, Tourism, and Recreation; Information and Communication Technologies

San Joaquin

School For Adults
Director: Jeff Dundas; Principal
Phone: 1-209-933-7455 x1403
Email: jdundas@stocktonusd.net

IET Programs: Health Science and Medical Technology; Transportation

San Luis Obispo

Cuesta College Continuing Education
Director: Mia Ruiz, Director
Phone: 1-805-591-6270
Email: mruiz@cuesta.edu

IET Programs: Hospitality, Tourism, and Recreation; Information and Communication Technologies

San Mateo

Jefferson Adult School
Director: Mark Beshirs, Principal
Phone: 1-650-550-7874
Email: mbeshirs@juhsd.net

IET Programs: Business and Finance

San Mateo Adult School
Director: Angela Taylor, Director
Phone: 1-650-558-2100
Email: ataylor@smuhsd.org

IET Programs: Business and Finance

Sequoia District Adult School
Director: Lionel de Maine, Director
Phone: 1-650-369-1411 x77934
Email: ldemaine@seq.org

IET Programs: Information and Communication Technologies

Santa Barbara

Santa Barbara City College
Director: Sachiko Oates, Coordinator
Phone: 1-805-6838230
Email: sooates@pipeline.sbcc.edu

IET Programs: Building and Construction Trades

Santa Clara

Campbell Adult and Community Education
Director: Usha Narayanan, Director
Phone: 1-408-626-3402 x2601
Email: unarayanan@cuhsd.org

IET Programs: Business and Finance; Information and Communication Technology

FUHSD Adult School
Director: Lori Riehl, Principal
Phone: 1-408-522-2717
Email: lori_riehl@fuhsd.org

IET Programs: Health Science and Medical Technology; Information and Communication Technology

Milpitas Adult Education
Director: Giuliana Brahim, Principal
Phone: 1-408-635-2692 x4556
Email: gbrahim@musd.org

IET Programs: Education, Child Development, and Family Services; Hospitality, Tourism, and Recreation

Santa Clara Adult Education
Director: Carrie Castro, Principal
Phone: 1-408-423-3508
Email: ccasto@scusd.net

IET Programs: Education, Child Development, and Family Services

Santa Cruz

Watsonville/Aptos/Santa Cruz Adult Education
Director: Nancy A. Bilicich, Director
Phone: 1-831-786-2160
Email: nancy_bilicich@pvusd.net

IET Programs: Building and Construction Trades; Education, Child Development and Family Services; Health Science and Medical Technology

Solano

Fairfield-Suisun Adult School
Director: Kristen Witt, Director
Phone: 1-707-399-5131
Email: kristenw@fsusd.org

IET Programs: Building and Construction Trades; Education, Child Development and Family Services; Information and Communication Technologies

Vallejo Regional Education Center
Director: Laura Dutch, Principal
Phone: 1-707-556-8850 x54402
Email: ldutch@vcusd.org

IET Programs: Building and Construction Trades; Hospitality, Tourism, and Recreation

Tulare

Tulare Adult School
Director: Larriann Torrez, Director
Phone: 1-559-686-0225
Email: larriann.torrez@tulare.k12.ca.us

IET Programs: Education, Child Development, and Family Services; Hospitality, Tourism, and Recreation

Visalia Adult School
Director: Tami Olson, Principal
Phone: 1-559-730-7655
Email: tolson@vusd.org

IET Programs: Education, Child Development, and Family Services

Ventura

Conejo Valley Adult Education
Director: Mike Sanders, Principal

Phone: 1-805-497-2761 x1009
Email: mikesanders@conejoadulted.org

IET Programs: Business and Finance; Education, Health Science and Medical Technology

Oxnard Adult School
Director: Kathy Greaves, Principal
Phone: 1-805-385-5227
Email: Kathy.Greaves@oxnardunion.org

IET Programs: Health Science and Medical Technology

Simi Institute for Careers & Education
Director: Michele Arso, Principal
Phone: 1-805-579-6200 x1605
Email: michele.arso@simivalleyusd.org

IET Programs: Business and Finance; Manufacturing and Product Development

Ventura Adult and Continuing Education
Director: Carolyn Vang-Walker, Director/Principal
Phone: 1-805-289-1744 x1108
Email: Carolyn.Vang-walker@AdultEdVentura.edu

IET Programs: Education, Child Development, and Family Services; Hospitality, Tourism, and Recreation

Appendix G: Sample Logic Model

Program Name

Assumptions
Problem/need to be resolved, current state of services

Inputs	Outputs	Outcomes		
	Activities and Participation	**Short-Term**	**Mid-Term**	**Long-Term**
Project Team, support staff and resources	*Processes, tools, events, actions that will bring about changes* *Include Core activities, frequency of service, intensity of service, and duration of service*	*Changes in knowledge, skills, attitudes, and opinions*	*Changes in behavior or action* *Include Impact on participants, partners, and service delivery*	*Changes in status, outlook, sustainability, and operations* *Include Impact on population and systems change*
Project Team, support staff, and resources				
Project Team, support staff, and resources				

External Factors
Elements that may impact implementation of the program