

CONTRACT

This Contract is entered into between WestEd and the Funder named in Section A. below

SECTION A: CONTACTS

FUNDER

Chabot - Las Positas Community College District
Lorenzo Legaspi
Vice Chancellor of Business Services
7600 Dublin Blvd., 3rd Floor
Dublin, CA 94568
P: 925.485.5203

WestEd

WestEd Technical:
Svetlana Darche
Senior Research Associate;
Director, Career Education
300 Lakeside Drive, 25th Floor
Oakland, CA 94612-3540
P: 510.302.4304
sdarche@wested.org

WestEd Contracts:
Contracts Management
Department
730 Harrison Street
San Francisco, CA 94107
P: 415.615.3136
contracts@wested.org

WestEd Billing:
Tulinh Wu
A/R Manager
4665 Lampson Ave.
Los Alamitos, CA 90720
P: 562.799.5188
twu@wested.org

SECTION B: WORK OR SERVICES

1. Contract Term

Start Date: 3/1/2014

End Date: 4/30/2015

2. Work or Services to be completed by WestEd (brief description):

Data and support for adult education regional consortium planning. See attached Scope of Work for a full description of the services to be provided.

3. Maximum Fees and expenses: **\$93,511**

4. Attachments

The parties agree to comply with the terms and conditions of the following attachments which are by this reference made a part of this Contract.

See Attached:

<input checked="" type="checkbox"/>	WestEd Terms and Conditions
<input checked="" type="checkbox"/>	Scope of Work
<input type="checkbox"/>	Budget Detail
<input type="checkbox"/>	Additional Attachments:

SECTION C: PAYMENT

Payment Schedule:

This is a fixed price contract. WestEd will invoice monthly according to the following schedule:
Months 1-4: \$16,000.00 per month
Months 5-14: \$2,951.10 per month
Deliverable amounts provided in the attached Scope of Work are estimates only.

Checks Made Payable to:

WestEd Accounts Receivable
4665 Lampson Avenue
Los Alamitos, CA 90720

Electronic Fund Transfers (EFT):

Wells Fargo Bank
ABA Number 121000248
Account Number: 4029113164

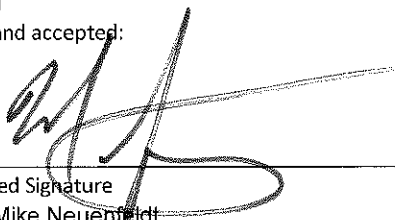
All payments must include a reference to Agreement Record #: 00026254.0

SECTION D: AUTHORIZED SIGNATORIES

IN WITNESS WHEREOF, this Contract has been executed by the parties hereto.

WestEd

Agreed and accepted:



Authorized Signature

Name: Mike Neuenfeldt

Title: Director of Finance & Contracts

Chabot - Las Positas Community College District ("Funder")

Agreed and accepted:

Authorized Signature

Name:

Title:

1.0 Key Personnel: At all times during the term of this Contract, WestEd's performance shall be under the personal supervision and direction of the WestEd Technical Contact provided in Section A of the Contract cover page.

2.0 Independent WestEd Status and Responsibilities: In performing its services, WestEd shall be an independent contractor with authority and responsibility to control and direct the performance of the services required under this Contract, subject to Funder's general right to inspect work in progress to determine whether the services are being performed in accordance with this Contract. All persons hired and/or contracted by WestEd shall be WestEd's employees and/or subcontractors. WestEd shall be responsible for the accuracy, completeness, and adequacy of all services performed by WestEd's employees and/or subcontractors and shall ensure that all applicable Federal, State and County licensing and operating requirements and all applicable accreditation and other standards of quality generally accepted in the field of WestEd's activities are complied with and satisfactorily met. WestEd voluntarily and knowingly assumes the entire liability (if any such liability is determined to exist) to its employees and/or subcontractors or to other persons for all loss, damage, or injury caused by WestEd's employees and/or subcontractors in the course of their employment and/or contract. WestEd shall be responsible for payment of applicable income, social security, and other Federal, State or County taxes and fees, and all statutory benefits including, without limitation, Workers' Compensation, Unemployment Insurance and Temporary Disability Insurance.

3.0 Non-Discrimination in Employment: No person shall on the ground of race, religion, citizenship, color, disabilities, national origin, sex, age, political affiliation, service in the uniformed services, genetic information or genetic characteristics, ancestry, marital status, sexual orientation, gender identity, pregnancy, physical or mental disability, medical condition or beliefs be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity funded or otherwise financially assisted, in whole or in part with funds made available hereunder.

4.0 Termination: It is mutually agreed that either party may terminate this Contract by giving thirty (30) calendar days advance, written notice. Should Funder choose to exercise this termination clause, WestEd shall be paid for all work completed up to and including the date of termination and any non-cancelable obligations. WestEd agrees to submit all final invoices with respect to this Section 4.0 within ninety (90) days of termination of this Contract. See Section 11.0 for specifics regarding notice.

5.0 Intellectual Property Ownership: WestEd is the sole and exclusive owner of any newly created work developed by WestEd under this Contract. WestEd hereby grants to Funder a nonexclusive, non-transferable, royalty-free license to use the newly created work for non commercial purposes.

All pre-existing WestEd data and materials provided to Funder by WestEd to assist in the performance of this Contract shall remain WestEd's property. Upon expiration or termination of the Contract for any reason, Funder shall request instructions from WestEd regarding whether Funder should: (i) Erase or destroy any WestEd data and/or materials maintained by Funder; or (ii) Return the data and/or materials to WestEd. This provision shall survive termination of this Contract.

6.0 Indemnification: Funder agrees to indemnify and hold harmless WestEd, its officers, employees and agents from all claims, liabilities and losses by whomever asserted arising out of acts or omissions by Funder, its officers, employees and agents in the performance of this Contract, except those arising by reason of the sole negligence of WestEd, its officers, employees and agents. This provision shall survive termination of this Contract.

7.0 No Alteration of Contract: No alteration, addendum, modification, or waiver of the terms of this Contract shall be valid unless made in writing and signed by both parties, and no oral understanding or agreement not incorporated herein shall be binding on either of the parties. No inline delineation or alteration shall be accepted or bind WestEd.

8.0 Authority to Sign: Both parties executing this Contract acknowledge and warrant that they possess the authority to enter into this Contract on behalf of their respective companies.

9.0 Conflict of Interest: Funder and WestEd agree that, to the best of each party's knowledge and belief, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest, as defined as, activities or relationships with other persons, organizations or any other third party which would cause either party to be unable or potentially unable to render impartial assistance or advice to the other party or the other party's objectivity in performing the work might be otherwise impaired, or resulting in an unfair competitive advantage, or that Funder or WestEd has disclosed all such relevant information to the other party. Funder and WestEd agree that if an actual or potential organizational conflict of interest is discovered after this Contract is executed, each party will make a full disclosure in

writing to the other party. This disclosure shall include a description of actions which the party has taken or proposes to take, after consultation with other party, to avoid, mitigate, or neutralize the actual or potential conflict. WestEd or Funder may terminate for convenience this Contract, in whole or in part, if it deems such termination necessary to avoid an organizational conflict of interest. If Funder or WestEd was aware of a potential organizational conflict of interest prior to the execution of this Contract or discovered an actual or potential conflict after award and did not disclose or misrepresented relevant information to the other party, the Contract may be terminated for default, or the parties may pursue such other remedies as may be permitted by law or this Contract.

10.0 Confidential Information: "Confidential Information" shall mean with respect to a party hereto (the "Disclosing Party"), collectively, all technical, financial and business information of any kind whatsoever, including, where appropriate and without limitation, all data, specifications, research projections, processes, techniques, technology, ideas, know-how, improvements, inventions (whether or not patentable or copyrightable), trade secrets, formulae, information concerning research or development by or for the Disclosing Party, information which is or has been generated or received in confidence by or for the Disclosing Party by or from any person, and any other information as well as any and all tangible and intangible embodiments thereof of any kind whatsoever; in each case disclosed by the Disclosing Party to the other party hereto (the "Receiving Party"), or obtained by the Receiving Party through observation or examination of the foregoing, regardless of whether such information or embodiment has been marked as confidential. Confidential Information shall include disclosures in any form, whether in writing, in an electronic format (including without limitation emails, tapes, diskettes, compact disks, or other similar media), and orally (in the case of oral disclosures, only if such disclosure is identified as confidential prior to disclosure). Each party agrees: (a) to hold the other party's Confidential Information in strict confidence in accordance with this Section 10.0; (b) to exercise at least the same care in protecting the other Party's Confidential Information from disclosure as the party uses with regard to its own Confidential Information; (c) to restrict dissemination of Confidential Information within its organization to employees/personnel having a need to know in connection with the stated or defined purpose herein; (d) not to disclose such Confidential Information to third parties without the prior, written consent of the disclosing party; and (e) not to use any Confidential Information for any purpose except for the stated or defined purpose herein without the prior written consent of the disclosing party.

11.0 Notices: Any notice or other communication shall be in writing, and will be considered to have been given if delivered by hand or sent by certified United States mail, return receipt requested, or by commercial courier service to the other party at the address stated above or to such other address as may be specified by either party in a notice to the other. Notice is effective upon receipt.

12.0 Force Majeure: WestEd will not be liable for any failure to perform as required by this Contract, if the failure to perform is caused by circumstances reasonably beyond WestEd's control, such as labor disturbances or labor disputes of any kind, accidents, failure of governmental approval required for full performance, civil disorders or commotions, acts of aggression, acts of God, energy or other conservation measures, explosions, failure of utilities, mechanical breakdowns, material shortages, disease, theft, or other such occurrences.

13.0 Governing Law: This Contract shall be governed by the internal substantive laws, but not the choice of law rules, of the State of California.

14.0 Entire Agreement: This Contract, together with Exhibits hereto, is the entire agreement of the parties and supersedes any prior agreements between them, whether written or oral, with respect to the subject matter hereof.

15.0 Severability: If any provision of this Contract is found by a court to be void, invalid or unenforceable, this Contract will either be reformed to comply with applicable law or the provision in question will be stricken so as not to affect the validity or enforceability of the remainder of this Contract.

16.0 Counterparts: This Contract may be executed in two or more counterparts, each of which together shall be deemed an original, but all of which together shall constitute one and the same instrument. In the event that any signature is delivered by facsimile transmission or by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such facsimile or ".pdf" signature page were an original thereof.

AB86 Adult Education Consortium Planning Grant

Mid-Alameda Consortium

WestEd

2.10.2014;
revised 3.14.2014
revised 3.31.2014

WestEd 
WestEd.org

WestEd — a national nonpartisan, nonprofit research, development, and service agency — works with education and other communities to promote excellence, achieve equity, and improve learning for children, youth, and adults. WestEd has 17 offices nationwide, from Washington and Boston to Arizona and California, with its headquarters in San Francisco. For more information about WestEd, visit WestEd.org; call 415.565.3000 or, toll-free, (877) 4-WestEd; or write: WestEd / 730 Harrison Street / San Francisco, CA 94107-1242.

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1. Overview

WestEd is pleased to support the Mid-Alameda Adult Education Consortium in its efforts to rethink and redesign an educational system to establish linkages for students across the California Department of Education (CDE) and California Community College Chancellor's Office (Chancellor's Office) adult education systems that provide adults with the academic and career skills needed to succeed and contribute to California's economy.

In this scope of work, we propose to lay the foundation for an ongoing collaborative approach to addressing the needs of adult learners in the Mid-Alameda region. Over the next 12 months WestEd proposes to support the consortium in meeting the following AB86 Adult Education Consortium Planning Grant Objectives:

- 1) An evaluation of current levels and types of adult education programs within its region, including education for adults in correctional facilities; credit, noncredit, and enhanced noncredit adult education coursework; and programs funded through Title II of the federal Workforce Investment Act, known as the Adult Education and Family Literacy Act (Public Law 05-220).
- 2) An evaluation of current needs for adult education programs within its region.
- 4) Plans to address the gaps identified in (1) and (2).

To address objectives 3, 5, 6, and 7, WestEd will work with Paul Downs to facilitate discussions, with WestEd taking the lead on report writing.

Below is a recap of convenings:

- March-May: (In addition to collection of enrollment and needs data) 5 focus groups with content specialists (one per content/focus group) -- those could run half a day with travel for the practitioners.
- April: Launch event, including facilitated dialogue (one day for participants)
- May or June: One set of sub-regional team meetings (2 sub-regions) - one day for participants where we would facilitate, but teams may meet more than that
- September: Large convening (1 day for participants)
- September – November: Sub-regional team meetings (two for each of two sub-regions = 4 that we would facilitate, but teams may meet more frequently; i.e., during the fall, we hope they will meet 4 times, with us facilitating 2 of the 4)
- December: Large convening (1 day for participants)
- March, 2015: Closing “celebration”
- Steering Committee meeting facilitation every other month (totaling 7)
- No facilitation for Superintendent meetings.

WestEd’s Proposed Timeline:

Below is Table 1 which lists activities, responsible party and due date for the AB86 Adult Education Consortium Planning Grant.

Table 1: Proposed Timeline for AB86 Adult Education Consortium Planning Grant		
Activities	Responsible Party	Due Date
<p>Kick-off Event Launch event to establish common vision and goals for the process and build relationships among all Consortium members and partners; preparatory to data collection.</p> <p>0.1 Process design 0.2 Facilitation 0.3 Materials development and logistics as appropriate</p>	West Ed Paul Downs	March 2014
<p>Objective 1: Current services</p> <p>1.1 Identify consortium members and partners from which data need to be collected. 1.2 Develop group process or individualized interview protocols to identify services currently being provided by members and partners. 1.3 Execute group process (focus groups—one for each program area) to identify services provided, target population, level of reach, barriers for implementation, and professional development needs. 1.4 Conduct follow-up interviews as needed with Consortium members and partners to further identify services provided, target population, level of reach, barriers for implementation, and professional development needs. 1.5 Establish a procedure and agreements for collecting enrollment and attendance data from consortium members and partners 1.6 Collect and analyze unduplicated enrollment, attendance and cost data for adult basic education, secondary basic skills, classes for immigrants, short-term CTE programs, programs for adults and disabilities, and programs for apprenticeship for Tables 1.1 and 1.2.</p> <ul style="list-style-type: none"> • Establish data contacts • Collect data • Clean and reconcile data <p>1.7 Develop evaluation tools or processes to assess the “adequacy and quality of services” that will engender commitment to systemic transformation and improvement. 1.8 Complete Tables 1.1 and 1.2. 1.9 For each of the five program areas, provide a narrative description of services provided by members and consortia and of the adequacy and quality of the services. 1.10 Provide intermediary status reports as needed on current levels and types of adult education programs within the region to be used as part of the Regional Comprehensive Plan Completed-to-Date by June 30, 2014, October 1, 2014 and November 24, 2014.</p>	WestEd with some process support from P. Downs for Tasks 1.2, 1.3, and 1.7 (separate scope of work)	March-April

Table 1: Proposed Timeline for AB86 Adult Education Consortium Planning Grant (continued)

Activities	Responsible Party	Due Date
<p>Objective 2: Needs analysis</p> <p>2.1 Description and analysis of the local regional economy, drawing on economic development data.</p> <p>2.2 Description and analysis of census data, such as numbers and percent of population living in poverty, numbers and percent without high school diploma, numbers and percent speaking English less than well; other data used to inform the AB 86 awards; school districts' K-12 English Learner statistics, the number of students who qualify for free and reduced lunch; academic achievement data from local high schools; waiting lists for adult education services, and other data to ascertain need for adult education services.</p> <p>2.3 Establish past (2008-09), current (3012-13, 2013-14) and projected (2015-16) enrollment levels for each program area: adult basic education, secondary basic skills, classes for immigrants, short-term CTE programs, programs for adults and disabilities, and programs for apprenticeship; complete Table 2.1. (Note, Table 2.2 missing from Eligibility document.).</p> <p>2.4 Provide intermediary status reports, as needed, on current needs for adult education programs within the region to be used as part of the Regional Comprehensive Plan Completed-to-Date.</p>	WestEd	March-May
<p>Objective 4: Addressing gaps</p> <p>4.1 Analytically identify gaps in services based on comparisons of services to need, engaging community college and adult school staff by subregion as needed to clarify and build understanding around the data.</p> <p>4.2 Establish a process for determining how best to align services/strategies to fill gaps in services, most likely at the sub-regional level, engaging colleges with their local adult schools and partners.</p> <p>4.3 Plan, prepare for, and conduct one full group convening to</p> <ul style="list-style-type: none"> • Present and discuss gaps in services in large group through a facilitated process • Generate strategies to address gaps in services <p>4.4 Generate examples of recommended metrics to assess progress in identified strategies.</p> <p>4.5 Conduct one set of follow-up sub-regional convenings to refine strategies and discuss metrics.</p> <p>4.6 Work with sub-regional teams or designated administrators to identify cost for each recommended strategy.</p> <p>4.7 Complete Table 4.1: Implementation Strategies to Address Identified Gaps.</p> <p>4.8 Prepare a final report on needs, gaps, and strategies to address gaps.</p>	WestEd with process facilitation support from P. Downs primarily on tasks 4.2, 4.3, 4.5 (separate scope of work)	April-July

Table 1: Proposed Timeline for AB86 Adult Education Consortium Planning Grant (continued)

Activities	Responsible Party	Due Date
<p>Objective 3: Integration of programs and systems</p> <p>3.1 Utilizing the information gathered from the needs assessment, plan, prepare for, and conduct full group and/or sub-regional convenings to:</p> <ul style="list-style-type: none"> • Present and discuss alignment of services to integrate programs through a facilitated process • Generate strategies to create educational pathways, including alignment of curriculum, assessments and progress indicators, across systems • Generate communication paths among consortium participants and higher education institutions <p>3.2 Work with sub-regional teams or designated administrators to identify estimated cost for each strategy to be employed.</p> <p>3.3 Prepare a final report on integration/alignment of services.</p>	WestEd with P. Downs (separate scope)	August-December
<p>Objective 5: Employing proven approaches to accelerate student progress</p> <p>5.1 Identify evidence-based strategies proven to accelerate student progress</p> <ul style="list-style-type: none"> • Identify strategies already in use by consortium members • Identify potential new strategies <p>5.2 Plan, prepare for, and conduct full group and/or sub-regional convenings to</p> <ul style="list-style-type: none"> • Present and discuss identified approaches in a group through a facilitated process • Generate strategies to implement and/or improve approaches • Determine method for assessing the success of implementing the approach/strategy <p>5.3 Work with sub-regional teams or designated administrators to identify cost for employing each approach/strategy.</p> <p>5.4 Prepare a final report on strategies to implement new or improve current proven approaches.</p>	WestEd with P. Downs (separate scope)	August-December
<p>Objective 6: Professional development</p> <p>6.1 Survey faculty and other staff to document available professional development opportunities and identify needs to help faculty and other staff achieve greater program integration and improve student outcomes.</p> <p>6.2 Plan, prepare for, and conduct full group and/or sub-regional convenings to</p> <ul style="list-style-type: none"> • Present and discuss professional development opportunities and needs in a group through a facilitated process • Identify and prioritize professional development topic areas <p>6.3 Work with sub-regional teams or designated administrators to identify cost for conducting each training or workshop.</p>	WestEd with P. Downs (separate scope)	August-December
<p>Objective 7: Leveraging existing regional structures</p> <p>7.1 Identify existing regional structures and their resources</p> <p>7.2 Identify current engagement strategies and describe how these strategies leverage regional structures</p>	WestEd with P. Downs (separate scope)	August-December
<p>Writing and editing</p>	WestEd	August - February, 2014
<p>Closing event</p>	WestEd with P. Downs (separate scope)	March 2015

2. WestEd Staff

WestEd, one of the nation's designated Regional Educational Laboratories originally created by Congress in 1966, is well-positioned to undertake this project. Over the past 48 years, WestEd has earned its reputation as a leader in moving research into practice. Headquartered in San Francisco, WestEd has offices in both northern and southern California, as well as other locations around the country. WestEd has a national reputation in such fields as assessment and accountability, career technical education and work-based learning, English language acquisition, adolescent literacy, and early childhood development. In addition, under contract to the CDE and working with the Chancellor's Office, WestEd staff developed the adult learning content standards Adult Basic Education, Adult Secondary Education, Adult English as a Second Language (ESL), Older Adults, and Parenting Education. Addressing the needs of learners from "cradle to career", its expertise spans research and evaluation, policy analysis, strategic planning, assessment and standards development, school improvement, online/blended learning strategies, and professional development.

Svetlana Darche (sdarche@wested.org), 415.309.3957

Svetlana Darche, Senior Research Associate, brings expertise in both process and program content relevant to the proposed effort. She led the development of a state plan for the California Department of Education Adult Education program, a statewide needs assessment for career technical education (CTE), and the *California State Plan for CTE*, working closely with staff from both the CDE and Chancellor's Office. In 2010, she co-led the development of the Linked Learning feasibility study under AB 2648, resulting in the report, *Multiple Pathways to Student Success*. In 2012, she and WestEd staff, together with Paul Downs, below, worked with the Los Angeles Workforce System Collaborative, including the Los Angeles Unified School District, the Los Angeles Community College District and other partners, to collect data on existing services and craft a preliminary action plan for Los Angeles. All of these were broad-based stakeholder-driven processes requiring coordination of multiple simultaneous data collection, facilitation, planning, synthesis, and writing efforts.

June Bayha (jbayha@wested.org), 858.837.1360

June Bayha, Project Director, has extensive experience in both Adult Education and Community College systems in California. She leads the statewide evaluation of California's Career Technical Education Pathways Initiative funded by the Chancellor's Office in collaboration with the CDE to improve linkages and career technical education pathways between high schools and community colleges for the benefit of students in both education systems. She has worked in adult schools, and brings deep knowledge of California large-scale student-level data systems; expertise in evaluation research including quantitative and qualitative methodologies; and over 18 years of supporting schools and communities to engage learners through career-focused strategies from SCANS to school-to-career to career technical education to 21st century skills and college/career readiness.

In addition to WestEd staff, Paul Downs of Paul Downs Consulting will provide facilitation and consultation support.

Paul Downs (pauldownspdc@gmail.com), 510.848.8064

Paul Downs, Consultant, is a social sector strategy consultant with 15 years experience facilitating change processes for community colleges, adult education and other educational and public agency clients. Specifically relevant to this assignment, Paul participated with WestEd from 2009-2010 in developing the strategic plan for adult education in California, and later assisted with the Los Angeles preliminary action plan. Also, he is the project facilitator for ALLIES – the Alliance for Language Learners’ Integration, Education and Success. ALLIES advances regional economic and social health through alliances between adult education, community colleges, workforce development and community-based organizations. Paul was also a senior team member developing the Strategic Plan for the California Community College system in 2006-07.

Svetlana Darche and June Bayha will co-lead the proposed effort for the Mid-Alameda Consortium, with facilitation support from Paul Downs, as described. Their vitas are attached.

3. Budget

WestEd’s proposed budget with tasks and deliverables is outlined in Table 2.

Table 2: Budget (Objectives 1, 2, 4)		
Task	Deliverables	Amount
Kick-Off Event	<ul style="list-style-type: none"> Planning and execution of launch event, including development of materials 	Included in “Extra Facilitation” below
Objective 1	<ul style="list-style-type: none"> Data collection from identified consortium members and partners. Develop group process and interview protocols to identify services currently provided by members and partners. Group process (focus groups—one for each program area) to identify services provided, target population, level of reach, barriers for implementation, and professional development needs. Follow-up interviews conducted as needed with consortium members and partners to further identify services provided, target population, level of reach, barriers for implementation, and professional development needs. Collect and analyze unduplicated enrollment, attendance, and cost data for adult basic education, secondary basic skills, classes for immigrants, short-term CTE programs, programs for adults with disabilities, and programs for apprenticeship. Evaluation tools or processes to assess the “adequacy and quality of services” that will engender commitment to systemic transformation and improvement. Completed Tables 1.1 and 1.2. Narrative description of services provided by members and consortia and of the adequacy and quality of the services for the five program areas. 	\$25,211
Objective 2	<ul style="list-style-type: none"> Description and analysis of the local regional economy, drawing on economic development data. Complete description and analysis of census data, such as numbers and percent of population living in poverty, numbers and percent without high school diploma, numbers and percent speaking English less than well; other data used to inform the AB 86 awards; school districts’ K-12 English Learner statistics, the number of students who qualify for free and reduced lunch; academic achievement data from local high schools; waiting lists for adult education services, and other data to ascertain need for adult education services. Establish past (2008-09), current (2012-13, 2013-14) and projected (2015-16) enrollment levels for each program area: adult basic education, secondary basic skills, classes for immigrants, short-term CTE programs, programs for adults and disabilities, and programs for apprenticeship; complete Table 2.1. (Note, Table 2.2 missing from Eligibility document.) Intermediary status reports on current needs for adult education programs within the region to be used as part of the Regional Comprehensive Plan Completed to Date by July 1, 2014, October 1, 2014 and November 24, 2014. 	\$19,243

Table 2: Budget (Objectives 1, 2, 4 continued)

Task	Deliverables	Amount
Objective 4	<ul style="list-style-type: none"> • Identify gaps in services based on comparisons of services to need, engaging community college and adult school staff by sub-region as needed to clarify and build understanding around the data. • Process for determining how best to align services/strategies to fill gaps in services, most likely at the sub-regional level, engaging colleges with their local adult schools and partners. • Plan, prepare for, and conduct one full group convening to: <ul style="list-style-type: none"> ○ Present and discuss gaps in services in large group through a facilitated process ○ Generate strategies to address gaps in services • Generate examples of recommended metrics to assess progress in identified strategies • Conduct one set of follow-up sub-regional convenings to refine strategies and discuss metrics • Work with sub-regional teams or designated administrators to identify cost for each recommended strategy • Completed Table 4.1: Implementation Strategies to Address Identified Gaps • Final report on needs, gaps, and strategies to address gaps. 	\$19,401
BUDGET FOR OBJECTIVES 1, 2, 4		\$63,855

Table 2: Budget (Objectives 3 - 7)

Task	Deliverables	Amount
Objective 3	<ul style="list-style-type: none"> • Plan, prepare for, and conduct full group and/or sub-regional convenings to: <ul style="list-style-type: none"> ○ Present and discuss alignment of services to integrate programs through a facilitated process ○ Generate strategies to create educational pathways, including alignment of curriculum, assessments and progress indicators, across systems ○ Generate communication paths among consortium participants and higher education institutions • Limited consultation on reporting re: integration/alignment of services. 	To be incorporated into sub-regional team planning processes and limited writing as budgeted below
Objective 5	<ul style="list-style-type: none"> • Identify evidence-based strategies proven to accelerate student progress • Plan, prepare for, and conduct full group and/or sub-regional convenings to <ul style="list-style-type: none"> ○ Present and discuss identified approaches in a group through a facilitated process ○ Generate strategies to implement and/or improve approaches ○ Determine method for assessing the success of implementing the approach/strategy • Limited consultation on reporting re: strategies to implement new or improve current proven approaches. 	To be incorporated into sub-regional team planning processes and limited writing as budgeted below

Objective 6	<ul style="list-style-type: none"> • Survey faculty and other staff to document available professional development opportunities and identify needs to help faculty and other staff achieve greater program integration and improve student outcomes. • Plan, prepare for, and conduct full group and/or sub-regional convenings to <ul style="list-style-type: none"> ○ Present and discuss professional development opportunities and needs in a group through a facilitated process ○ Identify and prioritize professional development topic areas 	To be incorporated into sub-regional team planning processes and limited writing as budgeted below
Objective 7	<ul style="list-style-type: none"> • Identify existing regional structures and their resources • Identify current engagement strategies and describe how these strategies leverage regional structures 	To be incorporated into sub-regional team planning processes and limited writing as budgeted below
	Extra WestEd facilitation (Includes Launch event and three steering committee meetings March-July)	\$8,634
	Co-facilitation of planning (Includes support to September and December full convenings, two sub-regional team meetings, four steering committee meetings, and final event, August 2014-March 2015)	\$14,972
	Writing and Editing of Plan: consultation and light editing only	\$6,050
BUDGET FOR OBJECTIVES 3, 5, 6, 7, support to steering committee meetings and writing		\$29,656
TOTAL BUDGET		\$93,511

Note: Deliverable amounts are provided as estimates only. The total fixed price of this contract is \$93,511. WestEd will invoice monthly according to the following schedule - Months 1-4: \$16,000.00 per month
Months 5-14: \$2,951.10 per month
Additional facilitation and writing support are available at the rate of \$1200/day (\$150/hour) per person for senior staff and consultant (Svetlana Darche, June Bayha, and Paul Downs or other consultants engaged with approval), with lower rates for analytical, editing and other services.