



**COUNTY OF LOS ANGELES
DEPARTMENT OF ECONOMIC OPPORTUNITY (DEO)**

EXHIBIT A-1

**LOS ANGELES COUNTY
AMERICA'S JOB CENTERS OF CALIFORNIA
MODERNIZATION:
WIOA TITLE I ADULT, DISLOCATED WORKER,
AND YOUTH@WORK PROGRAMS**

STATEMENT OF WORK

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EXHIBIT A-1: LOS ANGELES COUNTY AMERICA'S JOB CENTERS OF CALIFORNIA MODERNIZATION: WIOA TITLE I ADULT, DISLOCATED WORKER, AND YOUTH@WORK PROGRAMS STATEMENT OF WORK

1.0 SCOPE OF WORK

1.1 INTRODUCTION

1.1.1 This Statement of Work (SOW) establishes the minimum required tasks Subrecipient shall provide in implementation of the Los Angeles County America's Job Center of California (AJCC) WIOA Title I Adult, Dislocated Worker, and Youth@Work Programs administered by the County of Los Angeles (County) Department of Economic Opportunity (DEO) to eligible individuals who reside in Los Angeles County and employers conducting business in Los Angeles County, as codified by Public Law 113-128 under the Workforce Innovation and Opportunity Act (WIOA) Program requirements, and act as the One-Stop Operator, as defined in Section 1.8 of this SOW, adhering to the AJCC Modernization Strategies in Section 1.3 of this SOW, including both the North Star Principles as outlined in Section 1.4, and the Centers of Excellence (COEs) as outlined in Section 1.6 of this SOW.

1.2 BACKGROUND

1.2.1 **County of Los Angeles Department of Economic Opportunity:** DEO is the County of Los Angeles department that leads economic and workforce development, strategic economic development and advocacy, and small business assistance and growth. Its mission is to create quality jobs, help small businesses and high-road employers start and grow, and build vibrant local communities and spaces. Its vision is for an equitable economy with thriving local communities, inclusive and sustainable growth, and opportunity and mobility for all.

1.2.2 **Los Angeles County Workforce Development Board:** Housed within DEO, the Los Angeles County Workforce Development Board (LACWDB) oversees the second largest workforce delivery system in the State and is one (1) of seven (7) workforce development boards in the Los Angeles Basin. LACWDB is a business majority body that serves as the strategic architect for the public workforce system. Governed by WIOA, LACWDB is responsible for fulfilling responsibilities centered on workforce system building for the region. The role and duties of the LACWDB includes:

- **Convener-** Bringing together businesses, labor, education, and economic development to focus on community workforce issues;
- **Broker** - Bring together systems to solve common problems, or broker new relationships with businesses and workers;

- **Community Voice**- Advocating for the importance of workforce policy, providing perspective about the need for skilled workers; and
- **Capacity Building** - Enhancing the region's ability to meet the workforce needs of local employers.

1.2.3 **The Public Workforce System - Los Angeles County Local Workforce Development Area (LWDA):** The public workforce system, as defined by the United States Department of Labor (DOL), is a network of federal, State, and local government-funded agencies and programs that provide services to workers, job seekers, and employers to support economic expansion and develop the talent of our nation's workforce. DEO is designated by the state of California as the Los Angeles County LWDA, covering fifty-eight (58) cities and all unincorporated areas.

1.3 **LOS ANGELES COUNTY AJCC MODERNIZATION STRATEGIES**

1.3.1 The County developed AJCC Modernization Strategies that provide a comprehensive vision for the County's workforce development system. The AJCC Modernization Strategies include seven (7) components intended to both strengthen and increase the effectiveness of our AJCC system. Each component has informed the design of this SOW and will continue to inform opportunities for improvement of our workforce development system throughout the duration of the Subaward term. The AJCC Modernization Strategies are comprised of the following:

1. Empower and Include Community-Based Organizations (CBOs)
2. Grow Place-Based and Virtual Service Delivery
3. Establish Population and Industry-Focused COEs
4. Increase Community Outreach Engagement
5. Prioritize High Road Pathways
6. Invest in Effectively Staffed AJCCs that Serve as Model High Road Employers
7. Incentivize Quality Outcomes and Impact

1.4 **AJCC MODERNIZATION NORTH STAR PRINCIPLES**

1.4.1 In addition to the development of the AJCC Modernization Strategies, the County developed five (5) overarching "North Star Principles" which characterize the County's values for each of the AJCC Modernization Strategies and as part of the broader workforce development system. These Principles shall shape the content and quality of Subrecipients' services and outcomes described in this SOW. The five (5) North Star Principles are:

1. **Quality Jobs** that provide family-sustaining wages, health benefits, a pension, advancement opportunities, and collective worker input, and are stable, predictable, safe, and free of discrimination. Quality jobs have the potential to transform lives and create resilient, thriving businesses and LA County communities, along with a more just and equitable economy.
2. **Economic Mobility** which reflects how an individual's income increases and economic well-being changes over time. The County's workforce development system is committed to providing services that enable all individuals to progress toward self-sufficiency, family-sustaining wages, and a middle-class livelihood.

3. **Equitable Outcomes** so that all County residents can reach their full potential resulting in more economic opportunity for everyone irrespective of race, ethnicity, gender, immigration status, sexual orientation, or other factors.
4. **Inclusive Economic Growth** that increases opportunity and reduces income inequalities to improve overall well-being and foster resilient and prosperous families, businesses, and communities. LA County's economic and workforce development initiatives and strategies will promote shared prosperity across all communities.
5. **Climate Resilience** which requires transitioning to a carbon-neutral economy. Equity in access to training that develops critical skills that industries need to address climate change is vital. To achieve economically and environmentally resilient communities, the County will contribute to a statewide reduction in greenhouse gas emissions; address the vulnerabilities of disadvantaged communities; and connect climate-change reduction to workforce development system strategies and practices.

1.5 **AJCC SITES AND SUBREGIONS**

- 1.5.1 County has established nine (9) AJCCs to provide workforce development programs and services across County's local workforce development area. These AJCCs are strategically located across Los Angeles County to ensure all job seekers and businesses in communities small and large have access to services. These AJCCs are as follows:
 1. Antelope Valley Comprehensive AJCC
 2. East Los Angeles/West San Gabriel Valley Comprehensive AJCC
 3. East San Gabriel Valley Comprehensive AJCC
 4. Pomona Valley Comprehensive AJCC
 5. Rancho Dominguez Comprehensive AJCC
 6. Rio Hondo Comprehensive AJCC
 7. Southeast Los Angeles Comprehensive AJCC
 8. Veterans AJCC, which will serve veterans countywide.
 9. West Los Angeles Non-Comprehensive AJCC, which will be co-funded by the City and County of Los Angeles. Subrecipient may be required to administer City of Los Angeles WIOA and related workforce funding to service Los Angeles County/City Residents.
- 1.5.2 Subrecipient shall provide services at a Comprehensive AJCC or Non-Comprehensive AJCC. Subrecipient shall provide services only to participants residing in Los Angeles County. Any exceptions need prior written approval by County. Subrecipient shall provide services based on guidelines and standards established by County and LACWDB and County Program Memoranda, Bulletins and Directives. The following are the descriptions of the types of sites operating under this SOW:
 - 1.5.2.1 **Comprehensive AJCC:** Comprehensive AJCC is a physical location where job seekers and employers have access to the WIOA Title I Adult, Dislocated Worker, and Youth Programs

and are provided the services and activities of these programs, as described in this AJCC SOW. A Comprehensive AJCC must be co-located with WIOA Title III Wagner Peyser Employment services Program managed by Employment Development Department (EDD). In addition, the Comprehensive AJCC shall also provide direct linkages to the other programs, services, and activities of all the required Comprehensive AJCC partners and any additional Comprehensive AJCC partner programs. A “direct linkage” cannot exclusively be through providing a phone number or computer website or providing information, pamphlets, or materials.

1.5.2.1.1 Each Comprehensive AJCC will operate a minimum of one Affiliate; the Antelope Valley Comprehensive AJCC and the Rancho Dominguez Comprehensive AJCC shall operate at least two Affiliates, given the geographic coverage needs in their assigned Subregions. The Affiliate(s) must be located close to or inside customer feeder systems such as, but not limited to, high schools, community colleges, adult schools, labor/union serving partners, and/or other entities with preference for organizations that primarily serve the AJCC’s designated priority population, or as assigned and established by County. Each Comprehensive AJCC will be responsible for providing access and delivering services to the residents of and businesses in all the cities and unincorporated areas in the designated workforce Subregion as listed in Attachment 1, Los Angeles County AJCC Subregions Map and Attachment 2, AJCC Subregion Cities and Unincorporated Areas, of this SOW. Comprehensive AJCCs must have a detailed documented outreach and service plan using service access points to ensure services are accessible throughout the targeted service areas as further described below in Section 1.9, AJCC Community and Business Engagement Efforts.

1.5.2.1.1.1 Affiliate Site: An Affiliate Site is associated with, or part of, a Comprehensive AJCC as described above in Sub-section 1.5.2.1.1 of this SOW, operating as an extension of a Comprehensive AJCC’s reach in the community. Affiliates are to be access points for participants to enhance availability of LA County’s workforce development programs in the community. An Affiliate does not have separate performance goals or funding issued to Subrecipient by County; instead, performance goals and funding are included within the allocation to the affiliated Comprehensive AJCC. An Affiliate must make available one or more WIOA Title I services but does not need to provide access to every required One-Stop partner program. Affiliates are not responsible for separate Memoranda of Understanding (MOUs) or Resource Sharing Agreements (RSAs). The Affiliate(s) must be included in the MOUs and RSAs of its Comprehensive AJCC. Subrecipients operating an Affiliate shall also adhere to requirements in WIOA Title I, Section 121(e)(2)(B)(i) and 121(e)(2)(B)(ii), 20 CFR Part 678.310, and to County Directives regarding the operations of their Affiliate sites.

1.5.2.2 Non-Comprehensive AJCC: A Non-Comprehensive AJCC is subject to all the requirements of a Comprehensive AJCC, but on a smaller scale. The funding levels for Non-Comprehensive AJCCs are less than those of a Comprehensive AJCC and consequently, expected

performance goals are also lower. Non-Comprehensive AJCCs will be responsible for providing access and delivering services to the residents of and businesses in all the cities and unincorporated areas in the designated workforce Subregion they will operate in, as listed in Attachment 1, Los Angeles County Proposed AJCC Subregions and Attachment 2, AJCC Subregion Cities and Unincorporated Areas, of this SOW.

- 1.5.3 All Comprehensive AJCCs and Non-Comprehensive AJCCs shall maintain virtual services that are equivalent to those available to customers through brick-and-mortar facilities directly and enhanced through coordination with a County-identified Virtual AJCC provider.

1.6 CENTERS OF EXCELLENCE

- 1.6.1 Subrecipient shall operate COEs in the following manner:

- 1.6.1.1 Subrecipient shall establish COE functions within and as a part of a Comprehensive AJCC or Non-Comprehensive AJCC. COEs shall be of two types within each AJCC: Sector-Focused COEs, as described below in Sub-section 1.6.1.1.1, and Population-Focused COEs, described in below Sub-section 1.6.1.1.2. Subrecipient establishment and maintenance of the COE function is intended to increase the overall capacity and effectiveness of the County's entire workforce development delivery system. Each COE will serve as a resource for all County-funded Comprehensive AJCCs and Non-Comprehensive AJCCs and not focus exclusively on and for the AJCC where the COE is based. Assignment of sector- and population-focus to each Comprehensive AJCC and Non-Comprehensive AJCC shall be based on Subrecipient expertise, capacity, and preferences, as identified through the bidding process, except where otherwise directed by County.

- 1.6.1.1.1 **Sector-Focused Centers of Excellence:** Subrecipients' Sector-Focused COEs will target key industries identified by County as growth industries or other promising sectors and/or segments of the regional economy. Sector-Focused COEs will serve as the workforce system's primary liaison with and "thought leader" on targeted sectors and function as incubators for new strategies, training programs, and services to meet the needs of business and industry.

- 1.6.1.1.1.1 Subrecipients' COEs will be responsible for forming sector partnerships and convening industry leaders and must be for one of the following industries, sectors, or segments of the economy:

1. Aerospace and defense;
2. Bio tech and life sciences;
3. Construction and infrastructure, with an emphasis on green jobs;
4. Creative sector, including film and digital media;
5. Healthcare;
6. Child care and early education;

7. Hospitality and tourism;
8. Information technology; or
9. Trade, transportation, and logistics

1.6.1.1.2 **Population-Focused Centers of Excellence:** Subrecipients' Population-Focused COEs will concentrate on the needs of vulnerable and under-served job seekers and workers, defined as individuals who have barriers to accessing social, economic, and environmental resources, assembling resources; identifying best practices; convening partners with specialized knowledge of communities served by the workforce system, including County departments; and otherwise supporting the development of strategies and practices to meet the unique needs of County-prioritized populations.

1.6.1.1.2.1 Each Comprehensive AJCC and the West Los Angeles Non-Comprehensive AJCC will have a COE function for one of the following priority populations:

1. English language learners;
2. Foster youth;
3. Individuals experiencing homelessness or at risk of experiencing homelessness;
4. Immigrants and refugees;
5. Justice-involved individuals;
6. LGBTQIA+ individuals;
7. Persons with disabilities and older workers; or
8. Indigenous heritage populations

1.6.1.1.2.2 The Veterans AJCC will have a COE function for the following priority populations: Veterans.

1.6.1.1.2.3 All AJCCs shall serve and enroll in WIOA services recipients of public assistance, as a subset of the designated priority population for that site, regardless of their COE designation. County will lead efforts on relationship and partnership management with the Department of Public Social Services (DPSS), as the public sector COE. County will develop policy and implementation strategies to ensure priority of services to all DPSS populations across our AJCC providers. Additionally, County will coordinate with DPSS to develop adequate eligibility screening mechanisms to help facilitate priority enrollment of DPSS recipients in services and activities.

1.6.1.1.3 **Collaboration between Centers of Excellence:** Each COE shall support all Comprehensive AJCCs COEs, Non-Comprehensive AJCCs COEs, the County-managed COEs, and the entire County-led workforce system. As COEs are strategy- and innovation-focused, they shall serve and support all County-funded COEs; other County programs, such as Temporary Assistance for Needy Families (TANF) and General Relief; and the network of federal, state, County, and non-profit agencies that are partners in the local workforce development system. Subrecipient shall collaborate with all Sector-Focused and

Population-Focused COEs to ensure that its programs, services, approaches, strategies, and communications reflect the needs of sectors and populations prioritized by County.

1.6.1.1.4 Additional guidance, policies, procedures, and performance expectations of the COEs will be provided through County Directive.

1.7 **COMPREHENSIVE AJCC COMMUNITY BASED ORGANIZATION PARTNERSHIP**

1.7.1 Subrecipient's selected co-applicant, a CBO and IRS-designated 501(c)3 non-profit entity, shall be designated as a Secondary Subrecipient of the Subaward upon Subaward execution. Subrecipient and Secondary Subrecipient shall establish a partnership to deliver services as described within this SOW. Subrecipient and Secondary Subrecipient shall jointly provide a CBO Partnership Plan that designates key roles and responsibilities of Subrecipient and Secondary Subrecipient for purposes of satisfying the requirements of this SOW on or before three (3) months after Subaward execution. Both the Subrecipient and Secondary Subrecipient shall each receive an executed Subaward with County.

1.7.1.1 **Subrecipient or One-Stop Operator:** The One-Stop Operator (Subrecipient) shall be the primary operator of the AJCC and designated COE functions, acting as the site's One-Stop Operator as defined in Section 1.8, One-Stop Operator Roles and Responsibilities, of this SOW. The One-Stop Operator will also be the primary career services provider at the AJCC, but may share responsibility for delivery, or delegate responsibility, of one or more career services to the Secondary Subrecipient. The One-Stop Operator shall be responsible for oversight of all AJCC operations, including oversight of the services rendered by the Secondary Subrecipient.

1.7.1.2 **Secondary Subrecipient or Community Based Organization Partner (CBO Partner):** The CBO Partner shall be a smaller-sized CBO, defined as an organization with an operational budget of no more than \$1.5 million, that offers specialized expertise in serving priority populations and/or sectors that will lead to better outreach to targeted communities and service quality ultimately enhancing the local workforce development system's ability to build a stronger social safety net, and improve economic and social stability and mobility of individuals and communities served. The CBO Partner shall provide one or more WIOA career services as designated by the One-Stop Operator in the established CBO Partnership Plan and as described within this SOW. The fiscal allocation of Subaward to the CBO Partner shall not exceed \$200,000 annually unless otherwise designated by County.

1.7.2 **CBO Partnership Plan:** Comprehensive AJCC Subrecipient and its Secondary Subrecipient shall develop an action plan outlining its overall service delivery strategy and include management of the CBO Partnership. The plan shall include the following:

1.7.2.1 Service Strategy component that will describe how Subrecipient and Secondary Subrecipient shall deliver services to its stated COE priority population through the WIOA Adult, Dislocated Worker, and Youth@Work Programs and how it will expand opportunities within its stated COE priority sector. This component should also include overall business service strategy and

partner engagement and as applicable, how it will deliver WIOA Adult, Dislocated Worker, and Youth@Work services outside of COE specialties.

- 1.7.2.2 Subrecipient shall use the data and results of the County's Needs Assessment/Problem Statement for the AJCC's subregion to inform its plan.
- 1.7.2.3 CBO Partnership Plan (Comprehensive AJCCs only) shall include a section that expands upon the roles and responsibilities of the CBO Partnership as defined above. This component shall identify the CBO Partner and its area of subject matter expertise, include how the One-Stop Operator will manage and provide oversight, in collaboration with County, to the CBO Partner. This section shall include operational oversight and capacity building efforts, and what WIOA services or services the CBO Partner will provide through the COE and generally through the AJCC.
- 1.7.2.4 Subrecipient shall utilize a logic model to provide a detailed descriptive blueprint of its action plan that should visually and in narrative form indicate how the strategies included in the action plan will bolster the system's five (5) North Star Principles: 1. Quality Jobs, 2. Economic Mobility, 3. Equitable Outcomes, 4. Inclusive Economic Growth, and 5. Climate Resilience. The logic model shall be reassessed each program year and adjusted according to updated programmatic, economic, geographic, and demographic, and political landscape/climate factors. The logic model shall have the following minimum components:
 - 1.7.2.4.1 Purpose or mission that describes the problems or opportunities that the action plan strategies are addressing;
 - 1.7.2.4.2 Context, or conditions that consider the programmatic, economic, geographic, and political landscape/climate, using data furnished from County's Needs Assessment;
 - 1.7.2.4.3 Projections for anticipated levels of activity, such as numbers of participants to be served, short-term in the first year and long-term;
 - 1.7.2.4.4 Inputs, resources, and/or infrastructure needs, including anticipated barriers;
 - 1.7.2.4.5 Recommended activities or interventions not already required by this SOW that could address service gaps or enhance service offerings that Subrecipient can reasonably provide through leveraged resources, the CBO Partner, if applicable, or through partnership;
 - 1.7.2.4.6 Outputs for activities included in the service strategy; and
 - 1.7.2.4.7 Keeping in mind the performance measures delineated in this SOW, how Subrecipient's service strategy, and CBO Partnership if applicable, will impact outcomes and improve on goal achievement year over year.

1.8 ONE-STOP OPERATOR ROLES AND RESPONSIBILITIES

- 1.8.1 Subrecipient, as the lead entity/lead Operator of the COE, shall be the required One-Stop Operator responsible for the following:
 - 1.8.1.1 Coordinating the service delivery of required WIOA partners, County mandated partners, and service providers;
 - 1.8.1.2 Managing and ensuring the implementation of partner responsibilities, as further described in Sub-section 1.10 below, and contributions agreed upon in the WIOA MOU. The WIOA MOU is developed and executed between the Local Board and the AJCC partners to establish an agreement concerning the operations of the AJCC delivery system;
 - 1.8.1.3 Coordinating service delivery among physical and virtual sites;
 - 1.8.1.4 Coordinating services across the local workforce development area system;
 - 1.8.1.5 Being the primary provider of services at physical sites;
 - 1.8.1.6 Managing hours of operation at all sites;
 - 1.8.1.7 Managing technological resources such as websites, CalJOBS, the Youth@Work portal, or other systems designated by County, business networking software, and on-line testing sites as it relates to usage at the AJCC has oversight of;
 - 1.8.1.8 Manage daily operations through coordination with County's Fiscal Officer for lease, utilities, other property activities in support of AJCC premises, and other invoice remittance;
 - 1.8.1.9 Manage WIOA services for individuals;
 - 1.8.1.10 Manage WIOA services for businesses;
 - 1.8.1.11 Ensure provision of basic services such as orientations, information on careers and labor markets, and resource rooms;
 - 1.8.1.12 Submit annual staffing, operational budgets, and any other Subaward required deliverables to County;
 - 1.8.1.13 Following county, federal and state regulations, including procurement policies relating to the calculation and use of profits, including those delineated in WIOA Final Rule § 683.295, the Uniform Guidance at 2 CFR part 200, and other applicable regulations and policies;

- 1.8.1.14 Ensuring implementation of LACWDB and County policies;
 - 1.8.1.15 Reporting to County on operations, performance accountability, and continuous improvements;
 - 1.8.1.16 Complying with the AJCC certification process, as set forth in EDD Directive WSD20-08, AJCC Comprehensive and Affiliate//Specialized Certification; and
 - 1.8.1.17 Adhering to all applicable County, federal and State guidance.
- 1.8.2 Subrecipient, as lead entity of the AJCC, in its role as the One-Stop Operator, shall ensure that secondary entity(ies) that provide one or more WIOA career and training services through the AJCC shall adhere to the applicable non-One-Stop Operator stipulations set forth in this SOW, in their capacity as a WIOA career services provider in Section 1.12 below and as defined in above Section 1.7, of this SOW.

1.9 **AJCC COMMUNITY AND BUSINESS ENGAGEMENT EFFORTS**

- 1.9.1 **Community Engagement Plans:** Subrecipient shall develop a comprehensive Community Engagement Plan, a final version of which must be approved by County prior to Subaward execution and renewal each program year. Subrecipient shall specify within the Community Engagement Plan its planned strategies, approaches, and activities to increase community awareness of workforce development, skills training, and related services provided through its AJCC, other County-funded AJCCs, workforce development system partners, and other local organizations that serve similar clientele. The Community Engagement Plan shall describe efforts to develop and maintain partnerships with community-based organizations, faith-based organizations, municipalities, chambers of commerce, local businesses, and other community stakeholders that will strengthen ties within the community and lead to the development and maintenance of community access points through which individuals and businesses can secure information about, and apply for, services as well as include the social media strategies associated with achieving these parameters.
- 1.9.1.1 **Outreach:** Subrecipient shall ensure an emphasis is placed on outreach to ensure populations and businesses in need of services, particularly individuals from historically marginalized communities, and small businesses, are aware of our programs and have equitable access to services.
- 1.9.1.1.1 Subrecipient shall ensure it conducts outreach and recruitment in all the cities and unincorporated areas in Subrecipient's assigned service Subregion as outlined in Attachment 1, Los Angeles County AJCC Subregions Map and Attachment 2, AJCC Subregion Cities and Unincorporated Areas, of this SOW.

- 1.9.1.1.2 Subrecipient shall conduct outreach activities at County-assigned locations, such as County offices like GAIN/GROW, high schools, teen clubs, adult schools, community colleges, libraries, or other places assigned by County in addition to locations identified within Subrecipient's Community Engagement Plan.
- 1.9.1.1.3 Subrecipient shall ensure that community outreach and engagement are dedicated functions of one or more staff and that job descriptions for these staff incorporate the strategies specified in the Community Engagement Plan
- 1.9.1.1.4 Subrecipient's COE shall collaborate with other Sector-Focused and Population-Focused COEs in the design or enhancement of community-specific, labor market-specific, and population-specific engagement strategies to ensure sector and population appropriate community engagement for all targeted populations and sectors.
- 1.9.2 **Business Engagement Plan:** Subrecipient shall provide a business engagement plan addressing the following:
 - 1.9.2.1 Research component: Identify businesses and occupations in high demand sectors, emphasizing the AJCC COE's assigned/chosen priority sector. Subrecipient shall indicate the following for this component of the business engagement plan:
 - 1.9.2.1.1 How the Subrecipient will develop an understanding of the local labor market;
 - 1.9.2.1.2 How the Subrecipient will develop a comprehensive knowledge of occupations within high-demand sectors, particularly AJCC COE's assigned/chosen priority sector;
 - 1.9.2.1.3 What tools the Subrecipient will use, for example Dun and Bradstreet, EMSI, and EDD Labor Market Information Division reports, to stay abreast of labor market information, business health, and related employer assistance tools;
 - 1.9.2.1.4 Identify key industry stakeholders and resources for subject matter expert insights;
 - 1.9.2.1.5 How the Subrecipient will develop a Business Development Portfolio/Toolkit, providing examples if existing;
 - 1.9.2.1.6 How the Subrecipient will develop a clear marketing message that's in-line with County's branding; and
 - 1.9.2.1.7 Subrecipient's understanding of business tax credits such as Work Opportunity Tax Credit (WOTC), CA Competes Tax Credit, and Fair Chance Hiring Tax Credit.
 - 1.9.2.2 Outreach and Delivery component: Identify engagement strategies with employers in defining and creating career pathway opportunities that lead to economic self-sufficiency

and mobility. Subrecipient shall indicate the following for this component of the business engagement plan:

- 1.9.2.2.1 What process the Subrecipient will use to connect with businesses and employers to develop new relationships and new pathways;
- 1.9.2.2.2 How the Subrecipient will maintain business relationships and how it understands how to effectively use CalJOBS Customer Relationship Management (CRM);
- 1.9.2.2.3 How the Subrecipient will conduct labor exchange between employers with jobs and job seekers;
- 1.9.2.2.4 What methods, tools, and materials the Subrecipient will use to conduct business engagement; and
- 1.9.2.2.5 How the Subrecipient will involve County's Office of Small Business, Chambers of Commerce, Youth Commissions, and other stakeholders to expand outreach and expand service offerings to businesses and employers.

1.10 PARTNER ALIGNMENT

- 1.10.1 Subrecipient shall develop and maintain relationships that will enhance the delivery of services to participants through a network of Partners. Lead entity Subrecipients shall establish local partnerships in accordance with WIOA Title I Section 121(b)(1) and Section 1.8, One-Stop Operator Roles and Responsibilities, of this SOW, and in accordance with the LACWDB's requirement that partnerships be sector-focused, to increase the capacity of career technical education and access to career pathway programs in high demand industries, provide meaningful and impactful work experience, and with the following programs as WIOA mandated required partners in the local workforce development system:
 - 1.10.1.1 Programs authorized under Title I of WIOA: Adult, Dislocated Worker and Youth, Job Corps, Native American, Migrant and Seasonal Farmworker and YouthBuild;
 - 1.10.1.2 Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq), as amended under Title III of WIOA;
 - 1.10.1.3 Adult education and literacy activities authorized under Title II of WIOA;
 - 1.10.1.4 Programs authorized under Title I of the Rehabilitation Act of 1973;
 - 1.10.1.5 Activities authorized under Title V of the Older Americans Act 1965;

- 1.10.1.6 Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006;
- 1.10.1.7 Activities authorized under chapter 2 of Title II of the Trade Act of 1974;
- 1.10.1.8 Activities authorized under Chapter 41 of Title 38, United States Code, Job Counseling, Training and Placement Services for Veterans;
- 1.10.1.9 Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);
- 1.10.1.10 Employment and training activities carried out by the United States Department of Housing and Urban Development;
- 1.10.1.11 Programs authorized under State unemployment compensation laws;
- 1.10.1.12 Programs authorized under Section 212 of the Second Chance Act of 2007; and
- 1.10.1.13 Programs authorized under Part A of Title IV of the Social Security Act (TANF).
 - 1.10.1.13.1 Subrecipient shall work with the County in establishing an enhanced partnership with TANF, offering access to the variety of County administered social services and coordination of career services to participants. Independently and at the direction of the County, Subrecipient shall make every effort to enhance participant access to TANF (CalWORKs) and other public assistance programs, such as General Relief, Supplemental Nutrition Assistance Program (CalFresh), and Cal-Learn, beyond providing access to application to such programs. This shall include, but is not limited to, working, and coordinating with DPSS, as directed by County, to ensure participants in need of these programs receive necessary services through direct intervention, alignment/coordination of career services and training, and coordination of business engagement activities, in coordination and/or as directed by the County. In addition, Subrecipient shall collaborate with the County and Population-Focused COEs of other AJCCs to address service strategies for recipients of public assistance.
- 1.10.2 Subrecipient shall also establish Sector-Focused and other local partnerships with additional programs to provide participants with access to resources and referrals, and to further increase the capacity of career technical education and access to career pathway programs in high demand industries. As defined by WIOA, additional partner programs may include, but are not limited to:
 - 1.10.2.1 Employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency program established under Section 1148 of the Social Security Act (42 U.S.C. 1320-19);

- 1.10.2.2 Employment and training programs carried out by the Small Business Administration;
- 1.10.2.3 Programs authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o));
- 1.10.2.4 Programs carried out under Section 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732);
- 1.10.2.5 Programs authorized under the National Community Service Act of 1990 (42 U.S.C. 12501 et seq.);
- 1.10.2.6 Other appropriate federal, state, or local programs, including employment, education, and training programs provided by public institutions or the private sector; and
- 1.10.2.7 Beyond WIOA mandated and additional partners, Subrecipient shall collaborate with DEO and other Los Angeles County departments including, but not limited to, DPSS, Probation Department, Department of Children and Family Services, Department of Human Resources, Sheriff's Department, Department of Mental Health, District Attorney, Public Defender, Child Support Services Department, Los Angeles County Office of Education, Department of Consumer and Business Affairs, and Libraries to streamline services in an effort to explore new ways to maximize program resources and employment outcomes for participants serviced by multiple Los Angeles County departments. Further, Subrecipient shall make every effort to develop and maintain partnerships beyond the ones described in this SOW that will improve and expand services to businesses, employers, and job seekers including but is not limited to partnerships with community colleges, veterans' assistance and transition programs, and youth-serving systems and continuously update Subrecipient's Community Engagement Plan identifying such partnerships.
- 1.10.2.8 Subrecipient shall ensure services provided to participants through partner programs are efficiently and effectively coordinated and in doing so, ensure that services effectively link qualified participants with employment opportunities that best match their skills through services that are focused on skill-based assessment, skill-based labor market intelligence information and research, and skill improvements/enhancements.
- 1.10.2.9 As with partner programs, Subrecipient shall undertake activities in collaboration with County, the LACWDB, and other COEs of other AJCCs:
 - 1.10.2.9.1 To improve coordination between workforce development activities and economic development activities carried out within the local area, and to promote entrepreneurial skills training and microenterprise services;
 - 1.10.2.9.2 To improve services and linkages between the local workforce development system (including the local One-Stop delivery system) and employers, including small employers;
 - 1.10.2.9.3 To strengthen linkages between the One-Stop delivery system and unemployment insurance programs;
 - 1.10.2.9.4 Subrecipient, in its capacity as the AJCC/One-Stop Operator, shall act as the lead agency at the AJCC on all County or LACWDB-directed collaborations and shall form a

collaborative services partnership, which shall also be known as the Leadership Team, to include on-site Mandated Partner staff.

- 1.10.2.10 Subrecipient shall maintain local partnerships for the AJCC by recording RSAs, under their operational MOUs, under the County Governance MOU, with partners as defined in WIOA Title I, Section 121 (b)(1) and (b)(2) and in accordance with Section 1.8, One-Stop Operator Roles and Responsibilities, of this SOW.
- 1.10.2.11 Subrecipient shall, at the direction of County, participate in the Los Angeles Performance Partnership Pilot (P3), a multi-agency partnership that looks for opportunities to strengthen services to high school dropouts, foster, probation and homeless youth in order to improve education, employment, and social outcomes.
- 1.10.2.12 Subrecipient shall combine AJCC services with a strong partnership with labor unions will amplify resources, skills training, and workplace advocacy for workforce system customers. Labor unions advocate for job opportunities and family-sustaining wages for their membership and provide workers with formal technical skills, a variety of apprenticeship opportunities, and other trainings that are essential for success in the workforce. As such, subrecipient shall work with labor unions as a primary consideration in forging career pathway opportunities and in alignment with the Economic Mobility and Inclusive Economic Growth Strategies in Section 1.12.12, of this SOW.

1.11 HIGH PERFORMANCE STAFF MODEL

- 1.11.1 Subrecipient shall have staff that are knowledgeable and capable of handling administrative tasks and duties associated with executing the Subaward, including the work and tasks specified herein. This includes staff responsible for administrative functions of Subaward management; financial, fiscal, and accounting functions; and human resources. Staff conducting administrative functions may be employees or staff of Subrecipient or may be a vendor or Lower-tier Subrecipient that Subrecipient procures to handle administrative functions. It is the Subrecipient's obligation to ensure that staff performing administrative functions possess the following attributes and responsibilities:
 - 1.11.1.1 For purposes of communicating with County staff, ability to speak, read, write, and understand English fluently is required. When communicating with participants, see Sub-section 1.11.4, Multilingual and Multicultural Capabilities of Subrecipient Staff below.
 - 1.11.1.2 Staff that handle Subaward management functions shall have demonstrable experience managing local, state, and federally funded grants, Subawards, and Subawards proving the capability to manage the Subaward effectively and efficiently. Employee(s) handling Subaward management shall conduct monitoring for Subaward compliance; implement continuous quality control procedures including management of corrective action plans; ensure achievement of all Subaward objectives; keep appropriate records in an auditable manner, and ensure that Subrecipient meets/exceeds all Subaward performance standards in accordance with the applicable sections of Office of Management and Budget Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule 2 CFR Chapter I, and Chapter II, Parts 200, 215, 220, 225, and 230; and

- 1.11.1.3 Employee(s) that handle fiscal functions shall have the proper education/degree(s) in Accounting or Business Finance; have accounting experience at a level performing the fiscal functions related to federal grants management including invoicing and payroll; ability and experience in reporting accruals; ability and experience in the development of cost allocation plans; and ability and experience interpreting and executing the accounting, fiscal, and policy requirements and directives required to properly execute services, including, but not limited to: Office of Management and Budget (OMB) regulations, Generally Accepted Accounting Principles (GAAP), applicable Code of Federal Regulations (CFR) sections, and Generally Accepted Government Auditing Standards (GAGAS).
- 1.11.2 **AJCC Staff Credentials:** To create a powerful base of knowledge among participant-facing direct services staff at all Comprehensive AJCCs and Non-Comprehensive AJCCs, Subrecipient shall require that such staff earn a nationally recognized Certified Workforce Development Professional (CWDP) certification. The CWDP credential is based on five (5) competency areas: customer service methodology; diversity in workforce development; labor market information and intelligence; principles of communication; and workforce development structure, policies, and programs. The CWDP designation is valid for three (3) years from the date of award, and certification holders must apply for re-certification prior to the date of expiration.
- 1.11.2.1 Subrecipient shall ensure that all staff providing service to participants or employer participants have earned a CWDP credential within twelve (12) months of Subaward execution or within eighteen (18) months of Subaward execution for staff lacking requisite past workforce development work history to apply for the credential at the time of Subaward execution.
- 1.11.2.2 Subrecipient shall ensure that employees hired after the execution of the Subaward have earned a CWDP credential within twelve (12) months of their start date or within eighteen (18) months of their start date for those lacking requisite past workforce development work history to apply for the credential at their time of hire.
- 1.11.2.3 Subrecipient shall record and track staff CWDP credentialing dates and annually inform the County program representative prior to start of each program year of renewals that are required.
- 1.11.2.4 County will coordinate the application process with organizations and vendors providing CWDP certification and training. Further instructions will be delineated through County Directive.
- 1.11.2.5 County will annually allocate funding within WIOA Title I Adult, Dislocated Worker, and Youth@Work Programs budgets to cover the costs of initial staff certification and certification renewals.

- 1.11.3 **Quality Jobs and Living Wages for AJCC Staff:** County is committed to supporting Subrecipient in hiring and retaining qualified and motivated staff and in promoting Subrecipient's position as a high road employer.
- 1.11.3.1 Subrecipients of Comprehensive AJCCs shall maintain a staffing structure approved by the County that consists of qualified and experienced individuals and that corresponds to the standard represented in Attachment 3, Los Angeles County Comprehensive AJCC Staffing Model, of this SOW.
- 1.11.3.2 Subrecipients of Non-Comprehensive AJCCs shall maintain a staffing structure approved by the County that consists of qualified and experienced individuals and that corresponds to the standard represented in Attachment 4, Los Angeles County Non-Comprehensive AJCC Staffing Model, of this SOW.
- 1.11.4 **Multilingual and Multicultural Capabilities of Subrecipient Staff:** To ensure equitable and appropriate service delivery in areas where a significant number of participants do not speak English as their primary language, Subrecipient shall have service materials available, and make efforts to employ staff and recruit volunteers that are bilingual or multilingual in one or more of Los Angeles County's threshold languages of Arabic, Armenian, Chinese (Mandarin or Cantonese), Farsi, Hindi, Japanese, Khmer (Cambodian), Korean, Russian, Spanish, Tagalog (Filipino), Thai, and Vietnamese or American Sign Language, should one or more of these languages be a predominant language in the community served by Subrecipient.
- 1.11.4.1 Subrecipient shall be committed to and sensitive to the delivery of services that are culturally and linguistically appropriate to further equitable access to services and positive, successful attainment of participants' goals. To that end, Subrecipient must seek to hire qualified staff that are multilingual or bilingual and/or culturally represented to better reflect the communities served. Lived experience is preferred. Staff should reflect the demographics of the AJCC's Subregion.
- 1.11.4.2 Subrecipient shall utilize Partner staff or professional translation services when assistance with another language is needed, and no onsite staff speaks the language spoken by a customer(s).
- 1.11.4.3 Subrecipient shall not require any participant to provide his/her own interpreter.
- 1.11.4.4 Subrecipient shall adhere to Bilingual and Linguistic Program services provisions as set forth in [Cal. Gov. Code § 11135 to 11139.5] [22 CCR 98211, 98310 to 98314, 98324 to 98326, 98340 to 98370].

1.11.5 **AJCC Staff Training:** Subrecipient shall provide training for all inexperienced staff and continued in-service training for all staff. Subrecipient is responsible for ensuring its staff, including employees, volunteers, and in the case of Comprehensive AJCCs, the CBO secondary operator staff, both existing and new, are professionally trained in all areas related to providing services, including cross-training of staff to ensure program and team success and performance.

1.11.5.1 Subrecipient shall develop and implement a written internal staff training and succession plan policy, including the provision of an orientation for all inexperienced staff (which shall include employees and volunteers). Subrecipient shall also define the policy and protocols of information sharing when only a designee attends on behalf of Subrecipient. Subrecipient shall also provide its training and succession plan policy to County for review at least once per program year at the beginning of each program year.

1.11.5.2 Subrecipient's Project Manager shall ensure that all appropriate Subrecipient employees and volunteers attend all training sessions as required by County, held at a County facility or another site, as determined by County for Subrecipient's benefit. Further, Subrecipient shall ensure that, at a minimum, a Subrecipient's designated, paid employee represents Subrecipient at each training session, unless otherwise directed by County. Subrecipient may also choose to attend additional educational training opportunities inside or outside of Los Angeles County at Subrecipient's own expense that Subrecipient reasonably deems to be beneficial for the delivery of participant services, as well as other trainings designated by County.

1.11.5.3 Training shall include, but is not limited to, providing information concerning new Directives and regulations issued by the County. County shall provide relevant and applicable training, including instruction and guidance, as determined appropriate by County.

1.12 **PROGRAM ELIGIBILITY AND SERVICES**

1.12.1 **Participant General Eligibility Criteria:** Subrecipients shall ensure that all eligibility requirements are adhered to in accordance with WIOA law and regulations and associated Federal, State, and County policies.

1.12.1.1 **Right to Work in the United States:** County looks to prohibit discrimination and make workforce services accessible to all populations including, but not limited to, individuals with limited English proficiency, homeless individuals, justice-involved, opportunity youth, and those engaged in citizenship attainment. As such, in alignment with EDD Directive WSD18-03 Pathway to Services, Referral, and Enrollment, Subrecipient staff must verify an individual's right to work prior to participation in a WIOA funded program, however, participation starts when an individual receives a staff-assisted Basic Career Service, Individualized Career service, or Training service (inclusive of work experience services). Right to work verification is not required for Basic Career Services that are self-service or

information-only activities. Subrecipient shall ensure participants can demonstrate right to work in the United States when it is determined that they will receive services beyond self-service or information-only Basic Career Services. Individuals that cannot provide right to work documentation shall be provided the opportunity to receive self-services and information-only services and must be referred to partners, such as WIOA Title II, that can offer activities that do not require right to work documentation in cases in which they would directly benefit from such services.

- 1.12.1.2 **Selective Service Registration:** If male, participants must be registered with the U.S. Selective Service. All males who are at least eighteen (18) years of age and born after December 31, 1959, who are not in the armed services on active duty, must be registered for Selective Service, or, if age twenty-six (26) or older, be able to demonstrate that they did not knowingly and willfully fail to register prior to enrollment in any WIOA activity. Applicant's lack of knowledge of the Selective Service registration requirement is insufficient evidence that the failure to register was not "knowing and willful."

- 1.12.2 **WIOA Eligibility Determination:** Subrecipient shall ensure the level of WIOA services an individual participant receives is based on the participant's employment and/or training needs and is dependent on meeting eligibility requirements described herein.
 - 1.12.2.1 Subrecipient acknowledges, separate and apart from the general use of the term 'participant' within this SOW, that when providing WIOA services, per 20 CFR Part 677.150(a), individuals are considered participant when they have received a WIOA Service other than self-service or information-only activities, further described below and have satisfied all applicable programmatic requirements for the provision of services, such as eligibility determination as described herein this SOW.
 - 1.12.2.1.1 Per 20 CFR Part 677.150(a)(3)(ii), self-service occurs when individuals independently access the workforce development system information and activities with very little to no staff assistance. Self-service can be through either a physical location, such as an AJCC, partner agency, or remotely via electronic technologies, with very little to no staff assistance, however, virtual service shall not be automatically considered a self-service.
 - 1.12.2.1.2 Per 20 CFR Part 677.150(a)(3)(iii), information-only services are when staff provide readily available information that does not require an assessment by a staff member of the individual's skills, education, or career objectives. Information-only services may include both self-service Basic Career Services and staff-assisted Basic Career Services which are designed to inform and educate an individual about the labor market and to enable an individual to identify his or her employment strengths, weaknesses, and range of appropriate services. Basic Career Services that require significant staff involvement are not considered information-only services or activities.

- 1.12.2.2 Individuals who receive self-service or information-only services and activities can still be participant if they receive additional services other than self-service or information-only activities. WIOA Program services and activities are further described below.
- 1.12.2.3 Subrecipient shall continue to provide any unfinished and needed services to participants within caseloads carried over and inherited from previous provider(s) no longer funded to provide services within Subrecipient's designated Subregion. Subrecipient will be responsible for the performance of all participants assumed from previous provider(s) no longer funded to provide services within Subrecipient's designated Subregion.
- 1.12.3 **Adult Program Eligibility:** Subrecipient shall determine Adult Program eligibility in compliance with WIOA Title I Sections 3(2) and 3(15), and with State and County mandates, and ensure the applicant is eighteen (18) years of age or older and meets the general eligibility criteria as set forth in above Sub-section 1.12.1, Participant General Eligibility Criteria.
- 1.12.4 **Dislocated Worker Program Eligibility:** Subrecipient shall determine Dislocated Worker Program eligibility in compliance with WIOA Title I Section 3(15) and with State and County mandates, and ensure the applicant is eighteen (18) years of age or older, meets the general eligibility criteria as set forth in above Sub-section 1.12.1, Participant General Eligibility Criteria and meets the requirements of one (1) or more of the following eight (8) categories:
- 1.12.4.1 Category 1 – Terminated or laid off, or has received a notice of termination or layoff, from employment; **AND** eligible for or has exhausted entitlement to unemployment compensation; **AND** is unlikely to return to a previous industry or occupation; or
- 1.12.4.2 Category 2 – Terminated or laid off, or has received a notice of termination or layoff, from employment; **AND** employed for a duration sufficient to demonstrate, to the appropriate entity at the Comprehensive AJCC or AJCC in accordance with WIOA Title I Section 121(e), attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; **AND** is unlikely to return to a previous industry or occupation; or
- 1.12.4.3 Category 3 - Terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise; or
- 1.12.4.4 Category 4 - Is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or for purposes of eligibility to receive non-staff assisted Basic Career Services only, is employed at a facility at which the employer has made a general announcement that such facility will close; or

- 1.12.4.5 Category 5 - Was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; or
- 1.12.4.6 Category 6 - Is a displaced homemaker; or
- 1.12.4.7 Category 7 - Is the spouse of a member of the Armed Forces on active duty (as defined in Section 101(d)(1) of title 10, United States Code), **AND** who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or
- 1.12.4.8 Category 8 - Is the spouse of a member of the Armed Forces on active duty and who is unemployed or underemployed **AND** is experiencing difficulty in obtaining or upgrading employment.
- 1.12.5 **Youth@Work Work Based Learning (WBL) Eligibility:** Subrecipient shall ensure that a participant shall, at the time of eligibility determination, meet the following criteria:
- 1.12.5.1 Resides within Los Angeles County;
- 1.12.5.2 Is 14-24 years of age at time of eligibility determination;
- 1.12.5.3 A CalWORKs, GROW/START, Probation, low-income, homeless, LGBTQIA+, Foster, or other system involved Youth as directed by County;
- 1.12.5.4 Meets the general eligibility criteria as set forth in above Sub-section 1.12.1 Participant General Eligibility Criteria; and
- 1.12.5.5 Youth in WBL that are deemed appropriate for WIOA services based on motivation and readiness to embark on longer term goals, shall be enrolled in WIOA only if they meet the WIOA eligibility requirements set forth below in Sub-section 1.12.6 if an In-School Youth, or below in Sub-section 1.12.7 if an Out-of-School Youth.
- 1.12.6 **WIOA In-School Youth (ISY) Eligibility:** Under WIOA, Local Workforce Development Boards are required to spend at least 75% of their WIOA Youth formula allocation on Youth workforce investment activities for OSY. However, the County allocates its full WIOA Youth funding to activities for OSY and leverages Work Based Learning (WBL) funds to serve ISY. While this is a worthwhile focus of funds, an unintended consequence of this requirement is the limitation of serving ISY who are involved in the foster care system, runaway, and/or experiencing homelessness (system-involved youth) that require deeper career services other than those offered through WBL. County has secured a federal waiver from the U.S. Department of Labor

to allow to consider foster, homeless, and runaway youth who are in school to be counted in the OSY service category. WBL shall be leveraged to provide services to ISY. Subrecipients shall enroll ISY who qualify for the waiver per procedure in County Directive WDP D21-01 WIOA OSY Waiver Implementation for ISY Foster, Homeless, and Runaway Youth. The federally secured waiver may be extended to additional populations at a later date. Subrecipient must substantiate that the following requirements have been met to qualify as an ISY:

- 1.12.6.1 Is between the ages of 14 to 21;
- 1.12.6.2 Meets the general eligibility criteria as set forth in above Sub-section 1.12.1, Participant General Eligibility Criteria; and
- 1.12.6.3 Meets the WIOA definition of an In-School Youth participant as follows:
 - 1.12.6.3.1 Attending school (as defined by State law) including secondary and post-secondary school; a low-income individual; and one or more of the following:
 - 1.12.6.3.1.1 A homeless individual (as defined in Section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), a homeless child or youth (as defined in Section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))), or a runaway; or
 - 1.12.6.3.1.2 In foster care or has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under Section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
- 1.12.7 **WIOA Out-of-School Youth (OSY) Eligibility:** Subrecipient must substantiate that the following WIOA requirements have been met to qualify as an OSY:
 - 1.12.7.1 Is 16-24 years of age at the time of WIOA enrollment;
 - 1.12.7.2 Meets the general eligibility criteria as set forth in above Sub-section 1.12.1, Participant General Eligibility Criteria; and
 - 1.12.7.3 Meets the WIOA definition of an Out-of-School participant as follows:
 - 1.12.7.3.1 Not attending any secondary or post-secondary school (not including Title II Adult Education, Job Corps, YouthBuild, high school equivalency programs or dropout re-engagement programs regardless of funding source of those programs). Youth attending high school equivalency programs funded by the public K-12 school system who are

classified by school system as still enrolled in school are an exception; they are considered ISY and one or more of the following:

- 1.12.7.3.1.1 A school drop-out;
- 1.12.7.3.1.2 A youth who is within the age of compulsory school attendance but has not attended school for at least the most recent complete school year calendar quarter (Note that, “school year quarter” is defined by the local school district calendar. In cases where schools do not use quarters, local programs must use calendar year quarters);
- 1.12.7.3.1.3 A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is:
 - 1.12.7.3.1.3.1 Basic skills deficient; or
 - 1.12.7.3.1.3.2 An English language learner.
- 1.12.7.3.1.4 Justice-involved (termed as “offender” in WIOA);
- 1.12.7.3.1.5 A homeless individual aged 16-24 (as defined in Section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), a homeless child or youth (as defined in Section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))), or a runaway;
- 1.12.7.3.1.6 In foster care or has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under Section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
- 1.12.7.3.1.7 An individual who is pregnant or parenting;
- 1.12.7.3.1.8 An individual with a disability; or
- 1.12.7.3.1.9 A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

1.12.8 For purposes of determining low-income for eligibility under WIOA Title I Youth programs, the following shall be applied:

1.12.8.1 Total Family income shall be considered except under the following circumstances:

1.12.8.1.1 Youth with a disability shall have low-income status determined based on own income;

- 1.12.8.1.2 If youth live in a high poverty area (defined as at least 25% poverty rate) then they shall be considered automatically a low-income Youth; or
- 1.12.8.1.3 For ISY only, if eligible to receive a free or reduced-price lunch under the Richard B. Russell National School Lunch Act, they shall be considered automatically a low-income youth.
- 1.12.8.2 Per 20 CFR Part 681.250, a low-income exception may be applied where no more than five percent (5%) of enrollments that do not otherwise meet low-income criteria, yet meet all other eligibility requirements, may be enrolled into WIOA Title I Youth programs.
- 1.12.9 Subrecipient acknowledges, separate and apart from the general use of the term 'participant' within this SOW, that per 20 CFR Part 681.320, a youth is considered a WIOA participant only when the following has occurred: the collection of information to support an eligibility determination; the provision of an objective assessment and an individual service strategy; and participation in any of the fourteen (14) WIOA Youth Program elements which are described below in Sub-section 1.12.21.3.8, of this SOW.
- 1.12.10 **Priority of Service Requirements:** Subrecipient shall give priority of enrollment and service to veterans and their eligible spouses in all workforce development programs. Other priority stipulations are as follows:
- 1.12.10.1 Subrecipient shall give WIOA Adult Program priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of Career services and Training services. The WIOA Adult funding priority of service does not negate the priority of service provided to veterans and their eligible spouses if veteran and/or their eligible spouse meets one of the Adult priority of service categories as such, priority is given first to veterans and their eligible spouses that are recipients of public assistance, low-income, or are basic skills deficient, and then to other priority populations. Adult Priority of Service is further delineated in County Directive WDP D18-14, Adult Priority of Service which is based on policies approved by the LACWDB and the Governor and in accordance with WIOA Title I Section 134(c)(3)(E).
- 1.12.10.2 Subrecipient shall follow other levels of priority of service aligned with the Los Angeles County Board of Supervisors (BOS) and LACWDB priority of services policy, as defined by County, for the general job seeker community, including, but not limited to, at-risk populations and under-represented groups from historically marginalized communities, such as homeless, justice-involved, and communities of color.
- 1.12.10.3 Subrecipient shall ensure it complies with LACWDB priority percentage policy that sets a certain percentage of Adult and Dislocated Worker program enrollments that must be comprised of priority populations, which shall be available through County Directive. In absence of a County Directive(s), Subrecipient shall ensure that it gives priority enrollment to those individuals as noted in WIOA Title I Section 134(c)(3)(E) and as described in this Section.

- 1.12.10.4 Subrecipient shall ensure it gives priority of services to Youth@Work participants with disabilities, participant who receive, or are a member of a family that receives CalWORKs/TANF/CalLEARN benefits, recipients of General Relief or other public assistance, veterans who otherwise fall within the scope of Youth@Work Program age and eligibility requirements, low income participants, participants who are basic skills deficient as defined in Appendix A, Sample Subaward, Exhibit B, Definitions, or others as directed by County and based on availability of funding. Additionally, Subrecipient shall ensure that Youth@Work services are prioritized to Disconnected participants including:
- 1.12.10.4.1 Current, former, and emancipated foster youth;
 - 1.12.10.4.2 Probation youth;
 - 1.12.10.4.3 Homeless youth;
 - 1.12.10.4.4 Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual and more (LGBTQIA+) youth;
 - 1.12.10.4.5 Participants of the Youth Employment Opportunity Program administered by EDD; and
 - 1.12.10.4.6 Other underserved and opportunity youth populations as directed by County.
- 1.12.11 **Alignment of Services to WIOA Local and Regional Plans:** Subrecipient shall ensure that the program design to deliver Services remains consistent and aligns with the WIOA Local Plan and guiding principles developed by the LACWDB and gives priority to the workforce needs of the high growth industry sectors identified by, and in compliance with, any LACWDB strategies and County Directive(s).
- 1.12.11.1 Subrecipient shall develop an innovative program design that promotes a single system of service and provides participants with opportunities to obtain industry-recognized certificates, credentials and degrees in high-demand, high-growth and other promising sectors that support the LACWDB's Local Plan, the Los Angeles Basin Regional Planning Unit's (RPU) Regional Plan, and California's Strategic Plan, and as directed by the County.
 - 1.12.11.2 Subrecipient shall ensure that the program design is adaptable to support LACWDB policy, County special initiatives, and the WIOA Local Plan developed by the LACWDB in accordance with the Los Angeles Basin RPU Regional Plan and the State WIOA Strategic Plan.
- 1.12.12 **Economic Mobility and Inclusive Economic Growth Strategies:** To advance our system in reaching the North Star Principles of Economic Mobility, which reflects how an individual's income increases and economic well-being changes over time by providing services that enable all individuals to progress toward self-sufficiency, family-sustaining wages, and a middle-class livelihood, and Inclusive Economic Growth, that increases opportunity and reduces income inequalities to improve overall well-being and foster resilient and prosperous families, businesses, and communities, Subrecipient 'shall employ "the following strategies:
- 1.12.12.1 High Road Career Pathway Service Strategy: County has prioritized the use of its workforce development funds for high-road training partnerships (HRTPs),

apprenticeships, and related models that prepare participants for quality jobs and careers in high-growth and other demand sectors. In alignment with County's and the State's high-road training and career priorities, Subrecipient shall establish service strategies that include, but are not limited to, interventions that:

- Improve job quality and job access, including for women and people from underserved and underrepresented populations;
- Meet the skill and profitability needs of employers; and
- Meet the economic, social, and environmental needs of the community.

1.12.12.1.1 Subrecipient shall employ High Road Career Pathway strategies to ensure it meets County's performance expectations of participants enrolled in training prepare for employment in high-growth and other demand sectors/segments of the regional economy and that the majority of all placements are made in these sectors.

1.12.12.1.2 Subrecipient shall participate in Sector-Focused collaborative efforts with other COEs of other AJCCs, businesses, training providers, and other partners to develop and implement high road career pathway programs.

1.12.12.1.3 Subrecipient shall provide eligible individuals with an initial assessment that will guide and substantiate the need and the potential benefit of program services and in doing so, consider activities and services that will put individuals on a high road career pathway.

1.12.12.2 Financial Self-Sufficiency Strategy: Subrecipient shall provide financial education to help individuals build knowledge and skills, increase their capability in making informed decisions, meeting financial obligations, and gaining security and confidence in their overall financial wellness. At a minimum, this shall include:

1.12.12.2.1 Subrecipient is highly encouraged to have its AJCC serve as a certified Internal Revenue Service Volunteer Income Tax Assistance (VITA) site, assist low-income tax filers with filing their taxes and accessing tax credits such as the Earned Income Tax Credit (EITC), the California EITC (CalEITC), and Young Child Tax Credit to increase household financial security.

1.12.12.2.2 Subrecipient shall connect low-income participants, particularly individuals that identify as Black, Indigenous, Persons of Color (BIPOC), to County Department of Consumer and Business Affairs (DCBA) Center for Financial Empowerment for additional financial services such as Bankruptcy; Consumer Protection; Credit Building; Credit Counseling; Debt Collection; Financial Education; Financial Coaching; Financial Counseling; Foreclosure Prevention; Incentivized Savings; Legal Aid Services; Safe Financial Products; and other financial services.

1.12.12.2.3 Subrecipient shall integrate WIOA basic financial literacy services, as delineated in section 1.12.18.2.8 of this SOW, into its Economic Mobility and Inclusive Economic Growth strategies.

- 1.12.13 **Seamless Service Delivery:** Subrecipient shall provide services at an AJCC as directed by County and shall ensure that the Adult, Dislocated Worker, and Youth@Work Programs, other approved workforce development programs, and attached partner systems operate together seamlessly:
- 1.12.13.1 Subrecipient shall operate the AJCC as a part of the Los Angeles County Workforce Development System and shall not operate as an independent entity.
 - 1.12.13.2 Subrecipient shall obtain written County approval prior to applying for, accepting funds, and using County designated AJCC to operate any program not funded under the County's Workforce Development system out of the AJCC to ensure appropriate usage of staff, space, application of cost-sharing principles, and to ensure programming promotes the County's North Star Principles, Mission, and Vision.
 - 1.12.13.3 Subrecipient shall, on its own initiative and also at the County's direction, work with businesses, educational institutions, sector intermediaries, and other Population-Focused and/or Sector-Focused COEs to ensure job placement, effective training programs, or in meeting program performance outcomes within a specialized or high-growth sector in addition to the provision of services as stipulated in this SOW.
 - 1.12.13.4 Subrecipient shall enroll and provide career and training services to any additional eligible and suitable participants identified and/or directly referred by County and Partners regardless of already meeting established performance goals.
 - 1.12.13.5 Subrecipient shall provide program services to all active participants that were enrolled under WIOA programs from previous provider(s) that are no longer funded to provide services within Subrecipient's designated region, at the direction of County.
 - 1.12.13.6 Subrecipient shall customize services to meet the needs of individual participants and employer participants, as appropriate and within the confines of WIOA law and regulations.
 - 1.12.13.7 Subrecipient shall use information technology to expand access to workforce development information or to increase service delivery or case management efficiency, as required by the County through CalJOBS, or successor system, at the COE and other access points as applicable, including the future Virtual AJCC. Such information technology includes, but is not limited to, usage of County-approved document scanning/imaging, VosGreeter, or Customer Relationship Management (CRM) tools.
 - 1.12.13.8 In supplement to usage of information technology, Subrecipient may also only use paper forms in instances where individuals need a paper form as a reasonable accommodation, but shall only use applicable participant forms or electronic platforms as made available through County and/or EDD, to document and certify that eligibility has been determined properly and to establish participant progress in addition to case notes and other substantiating documents.
 - 1.12.13.8.1 Subrecipient shall ensure equity of accessibility and offer a variety of form formats that are aligned with participant's immediate level of need, in consideration of disability accommodation, literacy levels (including digital literacy), and language.

- 1.12.13.9 Subrecipient shall not duplicate services funded by the Wagner-Peyser Act, Trade Adjustment Assistance, EDD's Veteran's programs or any other mandated or additional partners' programs with WIOA-funded services.
- 1.12.13.10 Subrecipient may co-enroll participants into other workforce development programs, as appropriate for the benefit of the participants. Subrecipient shall follow specific procedures for co-enrollment as delineated in County Directive WDP D22-05, Co-Enrollment Procedures in CalJOBS System.
- 1.12.14 **AJCC Business Services Requirements:** Subrecipient will have a designated County Regional Business Services Manager to assist in leading and coordinating business engagement and workforce development strategies. County will issue applicable policy directive(s) that establish direction on proper usage of WIOA business services] In addition:
 - 1.12.14.1 Subrecipient shall collaborate and coordinate all County-funded business services activities, as delineated herein and below in Sub-sections 1.12.15, Employer Services and 1.12.16, Customized Business Services, of this SOW, with co-located, local and regional workforce development and economic development partners and their respective business and workforce development and economic development teams as appropriate and as directed by County.
 - 1.12.14.2 Subrecipient shall, both independently and/or in partnership with the County, engage businesses in high growth industry sectors in their workforce region to address regional industry nuances and local business needs.
 - 1.12.14.3 Subrecipient shall support County's workforce development and economic development strategies and initiatives as identified and coordinated by the County. Subrecipient will support County objectives and engage industry and business in the Los Angeles County economic region with a unified, streamlined and "branded" message, vision, and mission as identified by the County.
 - 1.12.14.4 Subrecipient shall, at the point of employer engagement, evaluate the current and future workforce planning, talent management, and business hiring needs of employers within their respective workforce region and/or located in the County of Los Angeles, as directed by County.
 - 1.12.14.5 Subrecipient shall, as approved by County, offer programs including, but not limited to, Earn and Learn models, work-based learning, pre-apprenticeships, apprenticeships, financial and computer literacy, basic skills training, customized and demand-driven training, on-the-job training (OJT) and entrepreneurial training all within a career pathways context, to meet current and future hiring needs of local and regional and employers. Programs shall align and support County initiatives and strategies as identified by County.
 - 1.12.14.6 Subrecipient shall support and coordinate business engagement efforts and initiatives with County. To accomplish this, Subrecipient shall do the following:
 - 1.12.14.6.1 Participate in work groups, roundtable discussions, and activities related to sector specific initiatives in appropriate target sectors as part of the local strategy and in support and coordination with County initiatives and strategies.

- 1.12.14.6.2 Ensure all job orders, employer service, and participant service data collection efforts with County and other regional business services are collected and entered in specified format and/or system(s) as identified by County.
- 1.12.14.6.3 Respond with appropriate matching and referral services for any job orders and job openings and/or other business service efforts or initiatives brought to the AJCC by County.
- 1.12.14.6.4 Work with other regional business service efforts in coordination with, and in support of, County initiatives and strategies, to use real time intelligence to help streamline services and increase quality and relevance of products and offerings to employers and job seeker participants.
- 1.12.14.6.5 Participate in local, regional, and system-wide network meetings, trainings, and roundtables organized by County, and as directed by County.
- 1.12.14.7 Subrecipient shall include youth programming needs and strategies in all Business services aspects of the operations and services of the AJCC, as directed by County.
- 1.12.14.8 Subrecipient shall participate with County and its WIOA Rapid Response (RR) Program Subrecipient staff in RR strategic layoff aversion strategies aimed to foster job retention for businesses considering staff reductions or closures within Subrecipient's assigned workforce Subregion or as directed by County.
 - 1.12.14.8.1 Subrecipient shall support and participate in County Layoff Aversion activities such as lay-off aversion interventions and related activities within Subrecipient's assigned workforce Subregion, as directed by County.
 - 1.12.14.8.2 Subrecipient's Business Services Manager and/or Business Services Representative shall inform County of potential need for layoff aversion, Incumbent Worker training, or other RR services that arise in the course of meeting with a business or employer within twenty-four (24) hours of notice via email to RapidResponse@opportunity.lacounty.gov.
- 1.12.14.9 Subrecipient shall support the County's re-entry business strategies, including Fair Chance initiatives, in support of County's comprehensive re-entry workforce development strategies and initiatives as defined by the County.
- 1.12.14.10 Subrecipient acknowledges County Regional Business Services Managers will be assigned to each AJCC to develop, communicate, and lead countywide strategies, initiatives, and scaled commitments and County Business services strategies. This includes but is not limited to establishing and developing business partnerships and networks with large and small employers and their intermediaries; develop, convene, or implement industry or sector partnerships; and support and promote local business initiatives. Such efforts will be coordinated with appropriate Sector-Focused COEs.
- 1.12.15 **Employer Services:** To ensure the identification and matching of job seekers to quality job opportunities, Subrecipient shall perform the following tasks with respect to Employer services:

- 1.12.15.1 Conduct job placement assistance activities, matching and referring participant to job orders and postings;
- 1.12.15.2 Engage in data analysis and outreach activities to understand and communicate participant profiles, education levels, skills, and experiences to the employer community to inform job placement assistance activities;
- 1.12.15.3 Engage in job identification through job order data systems, employer relationships, job depositories, and other strategies to identify job opportunities for participant;
- 1.12.15.4 Communicate identified job opportunities to all staff and partners within the AJCC;
- 1.12.15.5 Work with employers on active recruitments within the AJCC and employer sites;
- 1.12.15.6 Participate in and coordinate job fairs at the AJCC and other partner or community locations;
- 1.12.15.7 Conduct screening and coaching activities prior to referring candidates to employers to ensure participants are prepared and qualified for job selection process;
- 1.12.15.8 Manage relationships with the hiring managers of employers to promote labor exchange and job identification activities within the AJCC;
- 1.12.15.9 Communicate and coordinate efforts with their County designated Regional Business Services Manager, the appropriate Sector-Focused COEs, and other regional business services efforts. To accomplish this, Subrecipient shall:
 - 1.12.15.9.1 Work with appropriate COEs within the County's workforce development system to ensure a distinct focus on target sectors;
 - 1.12.15.9.2 Ensure all job orders, employer services, and participant business services are collected and entered in specified data system(s) as directed by County; and
 - 1.12.15.9.3 Respond with appropriate matching and referral services for any job orders COEs or other regional business service efforts bring into the AJCC as directed by County.
- 1.12.16 **Customized Business Services:** Customized business services may be provided to employers, employer associations, or other such organizations. These services are tailored for specific employer needs and may include:
 - 1.12.16.1 Customized screening and referral of qualified participant in training services to employers;
 - 1.12.16.2 Customized services to employers, employer associations, or other such organizations on employment-related issues;
 - 1.12.16.3 Customized recruitment events and related services for employers including targeted job fairs;
 - 1.12.16.4 Human resource consultation services including, but not limited to, assistance with:

- 1.12.16.4.1 Writing/reviewing job descriptions and employee handbooks;
- 1.12.16.4.2 Developing performance evaluation and personnel policies;
- 1.12.16.4.3 Creating orientation sessions for new workers;
- 1.12.16.4.4 Honing job interview techniques for efficiency and compliance;
- 1.12.16.4.5 Analyzing employee turnover;
- 1.12.16.4.6 Creating job accommodations and using assistive technologies; and
- 1.12.16.4.7 Explaining labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations.
- 1.12.16.5 Customized labor market information for specific employers, sectors, industries, or clusters; and
- 1.12.16.6 Other similar customized business services as directed and approved by County.
- 1.12.17 **AJCC Strategic Business services Planning and Workforce Intelligence/Labor Market:** Subrecipient shall have a comprehensive understanding of labor market conditions, economic development activities, skills need required by businesses, and regional and local business partnerships and sector strategies. Accordingly, Subrecipients shall use, at a minimum, the following sources to assess the local and regional economy and business workforce needs:
 - 1.12.17.1 U.S. Census Bureau information;
 - 1.12.17.2 County of Los Angeles Workforce Development Board four (4)-Year Strategic Local Plan and the Guiding Principles published by the Los Angeles County Workforce Development Board, and Los Angeles Basin Regional Planning Unit Regional Plan;
 - 1.12.17.3 Los Angeles Economic Development Corporation (LAEDC) 2022 Economic Forecast and future updated reports;
 - 1.12.17.4 State of California, EDD, Labor Market Information Division information;
 - 1.12.17.5 State of California Labor Market Exchange system (currently CaJOBS system), or successor system;
 - 1.12.17.6 Business sector surveys, data analytics reports, and business/industry sector intelligence reports conducted, completed, or sponsored by County, LACWDB, LAEDC, and other economic development entities; employer-needs surveys conducted by the Comprehensive AJCC or AJCC; and information communicated by all the Sector-Focused COEs; and
 - 1.12.17.7 Sector Workforce Intermediary intelligence and reports, which are either independent or produced and approved by the County; labor market information, economic development

trends, and regional and local business assessments and sector strategies, which are either independent or produced and approved by the County.

1.12.18 WIOA Adult and Dislocated Worker Programs Career Services: Subrecipient shall make available all of the following career services through their Comprehensive AJCC or AJCC, with the exception of Affiliates, which may provide one or more of these services, as defined in Appendix A, Sample Subaward, Exhibit B, Definitions, in accordance with WIOA Title I, Section 134 (c)(2), and County Bulletin, WIOA B15-03, WIOA Operating Guidance. These services can be provided in any order as there is no sequence requirement for these services.

1.12.18.1 WIOA Basic Career Services: Basic Career Services must be made available to all individuals seeking services and shall include:

1.12.18.1.1 Determinations of whether the individual is eligible to receive assistance from the WIOA Adult, Dislocated Worker, or Youth Programs;

1.12.18.1.2 Outreach, intake (including identification through the State's Worker Profiling and Reemployment Services system of Unemployment Insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the One-Stop delivery system. This also includes providing individuals with the opportunity to initiate an application for TANF assistance and non-assistance benefits and services, which could be through the provision of paper application forms or links to the application website;

1.12.18.1.2.1 Subrecipient shall conduct outreach within all the cities and unincorporated areas in their designated Workforce Subregion, as delineated in Attachment 1, Los Angeles County Proposed Subregions Map and Attachment 2, AJCC Subregion Cities and Unincorporated Areas, of this SOW, to inform potential participants of services. Outreach can be conducted at County assigned offices, adult schools, community colleges, libraries and other community organizations, events, or other similar places within Subrecipient's designated Workforce Region. Subrecipient shall also adhere to any policies or procedures regarding conducting outreach set forth by County. Subrecipient shall describe its community engagement and outreach strategies within a Community Engagement Plan.

1.12.18.1.3 Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and Supportive Service needs. Subrecipient shall not be required to conduct a new interview, evaluation, or assessment of a participant if Subrecipient or Subrecipient partner determines that it is appropriate to use a recent interview, evaluation, or assessment of the participant conducted pursuant to another education or training program. It is Subrecipient's responsibility to ensure the validity and reliability of the assessment made by a partner program. Assessments by partners conducted more than 6 months prior to enrollment are not allowed. Partner assessments conducted within twelve (12) months, but more than six (6) months prior to enrollment may be allowed only by written approval from County;

1.12.18.1.4 Job search and placement assistance, and when needed, career counseling, which includes:

- 1.12.18.1.4.1 Provision of information on in-demand industry sectors and occupations (as defined in WIOA Title I Section 3(23));
- 1.12.18.1.4.2 Provision of information on nontraditional employment (as defined in WIOA Title I Section 3(37)); and
- 1.12.18.1.4.3 Appropriate recruitment and other business services on behalf of employers, including small businesses in the local area, such as providing information and referral to specialized business services not traditionally offered through the One-Stop delivery system.
- 1.12.18.1.5 Provision of referrals to and coordination of activities with other programs and services, including those within the County's Workforce Development System and, when appropriate, other workforce development programs;
- 1.12.18.1.6 Provision of workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including:
 - 1.12.18.1.6.1 Job vacancy listings in labor market areas;
 - 1.12.18.1.6.2 Information on job skills necessary to obtain the vacant jobs listed; and
 - 1.12.18.1.6.3 Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs.
- 1.12.18.1.7 Provision of performance information and program cost information on eligible providers of education, training, and workforce services as described in *WIOA Title I Section 122*, provided by program, and eligible providers of youth workforce investment activities described in *WIOA Title I Section 123*, providers of adult education described in WIOA title II, providers of career and technical education activities at the postsecondary level, providers of career and technical education activities available to school dropouts, under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation services described in title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
- 1.12.18.1.8 Provision of information, in formats that are usable by and understandable to participants, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's local workforce development delivery system;
- 1.12.18.1.9 Provision of information relating to the availability of Supportive Services or assistance, and appropriate referrals to those services and assistance including, but not limited to: 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 Supplemental Nutrition Assistance Program (CalFresh); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD); and assistance under a State program for Temporary Assistance for Needy Families (CalWORKs), and other

supportive services and transportation provided through those programs or other similar programs available in the local area. Supportive Services are further described below in *Subsection 1.12.18.4, of this SOW.*

- 1.12.18.1.10 Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- 1.12.18.1.11 Provision of information and assistance regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking assistance in filing a claim by using on-site staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim, or by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable timeframe. The costs associated in providing meaningful assistance may be paid for by the State's UI program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination of these funding sources.
- 1.12.18.2 WIOA Adult and Dislocated Worker Individualized Career Services: If staff determines that Individualized Career Services are appropriate and necessary for a participant to obtain or retain employment, these services must be made available to the participant. Staff may use recent assessments by partner programs to determine if Individualized Career Services are appropriate and necessary. These services shall include:
 - 1.12.18.2.1 Comprehensive and specialized assessments of the skill levels and service needs of Adults and Dislocated Workers, which may include:
 - 1.12.18.2.1.1 Diagnostic testing and use of other assessment tools; and
 - 1.12.18.2.1.2 In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
 - 1.12.18.2.1.3 Provision of comprehensive and specialized assessments must include the following:
 - 1.12.18.2.1.3.1 The use of reliable assessment instruments and procedures;
 - 1.12.18.2.1.3.2 The use of assessment tools and processes that is appropriate for the target population;
 - 1.12.18.2.1.3.3 Staff that is properly trained in assessment techniques and in the utilized assessment tools; and
 - 1.12.18.2.1.3.4 Assessment conditions are suitable for all participants.
 - 1.12.18.2.2 Development of an Individual Employment Plan (IEP), to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including provision of the list of and information about eligible training providers, and career pathways to attain career objectives;
 - 1.12.18.2.3 Group and/or individual counseling and mentoring;

- 1.12.18.2.4 Career planning;
- 1.12.18.2.5 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. In some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- 1.12.18.2.6 Internships and work experiences that are linked to careers;
- 1.12.18.2.7 Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- 1.12.18.2.8 Financial literacy services that help develop the ability of participants to:
 - 1.12.18.2.8.1 Create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals;
 - 1.12.18.2.8.2 Manage spending, credit, and debt, including credit card debt, effectively increasing awareness of the availability and significance of credit reports and credit scores in obtaining credit, including determining their accuracy, and their effect on credit terms;
 - 1.12.18.2.8.3 Understand, evaluate, and compare financial products, services, and opportunities; and
 - 1.12.18.2.8.4 Address the particular financial literacy needs of non-English speakers, including providing support through the development and distribution of multilingual financial literacy and educational materials;
- 1.12.18.2.9 Out-of-area job search assistance and relocation assistance;
- 1.12.18.2.10 English language acquisition and integrated education and training programs; and
- 1.12.18.2.11 Transitional jobs in accordance with WIOA Title I Section 134(d)(5), and County Directive as set forth in WDP D20-22, WIOA Adult Program Transitional Jobs Policy and Procedures Directive.
- 1.12.18.3 WIOA Follow-up Tasks and Services: Subrecipient shall conduct post-program follow-up to ascertain the employment and/or education status of participants, using the State's Labor Exchange System (currently CalJOBS), or successor system, for all exited participants, once a quarter, for 12 months after program exit.
 - 1.12.18.3.1 Subrecipient shall provide follow-up services to participants who are placed in unsubsidized employment, for up to twelve (12) months after the first day of employment.

Follow-up services include, but are not limited to, referrals to community resources and medical services, tutoring, and supportive services to help in retaining employment. Follow-up services do not extend the date of exit in performance reporting.

1.12.18.3.2 Subrecipient shall continue unfinished post-program follow-ups and any needed Follow-up services to participants within caseloads carried over and inherited from previous provider(s) no longer funded to provide services within Subrecipient's designated region. Subrecipient will be responsible for performance of all participants assumed from previous provider(s) no longer funded to provide services within Subrecipient's designated region.

1.12.18.4 Supportive Services: Per 20 CFR Part 680.900, Supportive Services are services that are necessary to enable an individual to participate in activities authorized under WIOA Title I Section 134(c)(2) and (3). These services may include, but are not limited to, the following:

1.12.18.4.1 Linkages to community services;

1.12.18.4.2 Assistance with transportation;

1.12.18.4.3 Assistance with childcare and dependent care;

1.12.18.4.4 Assistance with housing;

1.12.18.4.5 Needs-related payments, as described in 20 CFR Parts 680.930, 680.940, 680.950, 680.960, and 680.970;

1.12.18.4.6 Assistance with educational testing;

1.12.18.4.7 Reasonable accommodations for individuals with disabilities;

1.12.18.4.8 Legal aid services;

1.12.18.4.9 Referrals to health care;

1.12.18.4.10 Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear;

1.12.18.4.11 Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and

1.12.18.4.12 Payments and fees for employment and training-related applications, tests, and certifications.

1.12.18.5 Supportive Services Eligibility: Subrecipient shall provide Supportive Services from the WIOA Title I Adult and Dislocated Worker programs, as appropriate, in accordance with WIOA Title I Section 134 (d) (2) and (3), 20 CFR Part 680.900 and County Directive(s) and only when the following eligibility for Supportive Services has been established:

1.12.18.5.1 Individuals who are participating in programs with activities authorized under career services or training services herein, and;

- 1.12.18.5.2 Such individuals are unable to obtain such Supportive Services through other programs providing such services.
- 1.12.18.6 Subrecipient shall establish internal written policies and procedures, in alignment with the overarching policies and procedures outlined in County Directive WDP D19-16, Supportive Services Policies and Procedures, for handling Supportive Services and needs-related payments, including a timeline of approval, and ensuring that provision of such services do not exceed 3 business days from identification of need. Subrecipient shall submit the written policies and procedures to County for approval.
- 1.12.18.7 WIOA Training Services Eligibility: Subrecipient shall offer participants targeted occupational and technical training opportunities for in-demand jobs with potential pathways for career advancement through partnerships or agreements with local businesses, or County of Los Angeles area community colleges, adult schools, apprenticeship programs, and other eligible training providers. Funds allocated for training services to AJCC Subrecipients shall be used to provide training services to WIOA Adult and Dislocated Worker program participants who:
- 1.12.18.7.1 After an interview, evaluation, or assessment, and career planning, have been determined by Subrecipient to:
- 1.12.18.7.1.1 Be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services;
- 1.12.18.7.1.2 Need training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and;
- 1.12.18.7.1.3 Have the skills and qualifications to successfully participate in the selected program of training services;
- 1.12.18.7.1.4 Select training service programs that are directly linked to the employment opportunities in the local area or the planning region, or in another area to which the WIOA Adult or Dislocated Worker services participants are willing to commute or relocate;
- 1.12.18.7.1.5 Are unable to obtain other grant assistance including Federal Pell Grants, or require additional assistance beyond the monies available from other grants;
- 1.12.18.7.1.6 Are determined to be eligible in accordance with the Priority system in effect as described herein.
- 1.12.18.8 WIOA Training Services: Subrecipient shall make training services available in accordance with WIOA Title I Section 134(c)(3) and AB-1270 California WIOA, Chapter 94 requirements, which include the following services:
- 1.12.18.8.1 Occupational skills training, including training for nontraditional employment;

- 1.12.18.8.2 On-the-job training (OJT), which is defined as training provided under a subaward with an employer or registered apprenticeship program sponsor in the public, private non-profit, or private sector that is provided to a paid participant while engaged in productive work in a job that:
- 1.12.18.8.2.1 Provides knowledge of skills essential to the full and adequate performance of the job;
 - 1.12.18.8.2.2 Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, except as provided in WIOA Title I Section 134 (c)(3)(H), for the extraordinary costs of providing the training and additional supervision related to the training; and
 - 1.12.18.8.2.3 Is limited in duration as appropriate to the occupation for which the participant is being trained, considering the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.
- 1.12.18.8.3 Incumbent worker training in accordance with WIOA Title I Section 134(d)(4), and County Directive as set forth in WDP D21-05, Incumbent Worker Training Directive. Furthermore, to qualify as an incumbent worker, the incumbent worker must be employed, meet the Fair Labor Standards Act requirements for an employer-employee relationship, and have an established employment history with the employer for six (6) months or more, with the following exception: in the event that the incumbent worker training is being provided in a cohort of employees, not every employee in the cohort must have an established employment history with the employer for six (6) months or more as long as the majority of those employees in the cohort do meet the employment history requirement;
- 1.12.18.8.4 Programs that combine workplace training with related instruction, which may include cooperative education programs;
- 1.12.18.8.5 Training programs operated by the private sector;
- 1.12.18.8.6 Skill upgrading and retraining;
- 1.12.18.8.7 Entrepreneurial training;
- 1.12.18.8.8 Job readiness training provided in combination with at least one other Training Service (with the exception of Adult Education and Literacy training and Customized training);
- 1.12.18.8.9 Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with at least one other Training Service (with the exception of Transitional Jobs training, Job Readiness training, or Customized training). Per *WIOA Title II Section 203(1)*, Adult Education is defined as services or instruction below the post-secondary education level that increase the individual's ability to:
- 1.12.18.8.9.1 Read, write, and speak English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent;
 - 1.12.18.8.9.2 Transition to postsecondary education and training; and

1.12.18.8.9.3 Obtain employment.

1.12.18.8.10 Customized training that is conducted with a commitment by an employer, or group of employers, to employ an individual upon successful completion of the training.

1.12.18.9 WIOA Training Services Management:

1.12.18.9.1 *Training Fund Assistance Limitation Requirement:* Provision of training services shall be limited to individuals who are unable to obtain other grant/funding assistance for such services or require additional assistance beyond the monies available from other grants except for conditions cited under WIOA Title I Section 134(c)(3)(B)(i), and notwithstanding Section 479B of the Higher Education Act of 1965 (20 U.S.C. 1087uu).

1.12.18.9.2 *Reimbursements:* Subrecipient may provide training services to an individual who otherwise meets all requirements herein while an application for a Federal Pell Grant is pending, except that if such individual is subsequently awarded a Federal Pell Grant, appropriate reimbursement, pursuant to WIOA Title I Section 134(c)(3)(B)(ii), shall be made to the local area from such Federal Pell Grant. Training providers shall be reimbursed directly by Subrecipient; Subrecipient shall track training expenditures separately from other expenditures.

1.12.18.9.3 *Training Services Assistance:* Subrecipient may take into consideration the full cost of putting a participant through training services to determine if it is cost effective for Subrecipient. Costs that may be taken into consideration may include but are not limited to the costs of dependent care and transportation, and any other applicable costs that may be required to put a participant through training.

1.12.18.9.4 *Training Provider Qualifications:* Training services, with the exception of On-the-Job Training, Customized Training, Incumbent Worker Training and Transitional Employment, shall be delivered through providers identified in accordance with *WIOA Title I Section 122* and shall utilize only the services of training providers listed on the approved State of California Employment and Training Provider List (ETPL) and those that are made available through the California Interstate Training Resource and Information Network (I-TRAIN) database <https://www.i-train.org>.

1.12.18.9.4.1 Subrecipient shall ensure that training providers provide participant progress reports on a monthly basis as well as attendance records and other applicable documentation, as defined in the WIOA Final Regulations or County Directive(s).

1.12.18.9.4.2 Subrecipient training locations shall adhere to the Americans with Disability Act (ADA) and safety requirements as delineated in this SOW.

1.12.18.9.5 *Consumer Choice:* Subrecipient shall ensure that training services are provided to participant in a manner that maximizes informed consumer choice in the selection of an eligible provider of such services, per *WIOA Title I Section 134 (c)(3)(F)(i)*.

1.12.18.9.5.1 Notwithstanding the right for consumer choice, priority in selecting training programs and training providers shall be for business-driven training programs that lead to recognized credentials that are aligned with County identified in-demand industry

sectors or occupations and public education training provider systems such as community colleges, adult schools, regional occupational programs, and career and technical education (CTE) providers.

- 1.12.18.9.6 *Individual Training Accounts (ITAs)*: A participant who seeks training services and who is eligible pursuant to the requirements listed under the training services eligibility herein, may, in consultation with Subrecipient career planner staff and based on the results of a Comprehensive Assessment, select an eligible provider of training services in accordance with the Provider Qualification Requirements. Upon such selection, Subrecipient shall, to the extent practicable and in a timely manner, refer such individual to the eligible provider of Training services, and arrange for payment for such services through an Individual Training Account, as defined in WIOA Title I Section 134(c)(3)(F)(iii). Subrecipient shall have internal written policies and procedures, in alignment with the overarching policies and procedures set forth in County Directives WIOA D16-07 Individual Training Account ITA Policy-and-Procedures and WDP-D19-34 Workforce Development Programs ITA Requirements Due to COVID-19 Impact, for the handling of ITAs and shall submit the written policies and procedures to County for approval.
- 1.12.18.9.6.1 Subrecipient must coordinate funding for ITAs provided through this Subaward with funding from other federal, state, local, or private job training programs or sources to assist the individual in obtaining training services.
- 1.12.18.9.7 *Training Subawards in Lieu of ITAs*: Training services authorized herein may be provided by Subrecipient pursuant to an agreement, as specified in WIOA Title I Section 134(c)(3)(G)(ii), for services in lieu of an ITA, or may be combined with an ITA, if:
- 1.12.18.9.7.1 Consumer choice requirements are met pursuant to Sub-section 1.12.18.9.5 of this SOW and WIOA Title I Section 134 (c)(3)(F)(i);
- 1.12.18.9.7.2 Such services are on-the-job training, customized training, incumbent worker training, or transitional employment;
- 1.12.18.9.7.3 County determines there are an insufficient number of eligible providers of training services in the local area to accomplish the purposes of a system of ITAs;
- 1.12.18.9.7.4 County determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve individuals with barriers to employment; and
- 1.12.18.9.7.5 County determines that it would be most appropriate to award an agreement to an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations and such Subaward does not limit customer choice.
- 1.12.18.9.8 *Training Linkages to In-Demand Occupations*: Training services provided through either ITA or other training Subaward shall be directly linked to an in-demand industry sector or occupation in the local area or the planning region, or in another area to which a participant receiving such services is willing to relocate, except that the LACWDB may

approve training services for occupations determined to be in sectors of the economy that have a high potential for sustained demand or growth in the local area.

- 1.12.18.9.9 *Assembly Bill (AB) 1270 California Workforce Innovation and Opportunity Act, Chapter 94 Mandatory Training Expenditure Requirement:* County will separately allocate to Subrecipient County's WIOA Adult and Dislocated Worker allocation for training funds, which Subrecipient shall use exclusively for training, to meet AB 1270 requirements.
- 1.12.18.9.9.1 Subrecipient shall provide allowable WIOA Training activities, expend its dedicated training allocation, and report training expenditures in accordance with County Directive including WIOA D16-08, WIOA Training Leverage Expenditure Reporting Requirements Directive and subsequent County Directive(s).
- 1.12.18.9.9.2 Subrecipient shall only be reimbursed for those activities that meet the definition of training in accordance with County Directives including WIOA D16-08, WIOA Training Leverage Expenditure Reporting Requirements Directive and subsequent Directive(s) and shall maintain appropriate records that are auditable and verifiable to receive credit for training expenditures and leverage claims, if any. all documentation shall be held in accordance with the Record Retention requirements outlined in Appendix A, Sample Subaward, Sub-paragraph 8.38, Record Retention, Inspection and Audit Settlement.
- 1.12.18.10 *Permissible Local Employment and Training Activities:* Subrecipient may use permissible local employment and training activities, as further described below, for Adults or Dislocated Workers in accordance with WIOA Title I, Section 134, and the policies approved by the LACWDB and County. Specific permissible activities include:
- 1.12.18.10.1 Customized, based on needs of employer(s), screening, and referral of qualified participants receiving training services described in WIOA Title I Section 134 (c)(3)(D) to employers.
- 1.12.18.10.2 Customized, based on needs of employer(s), workforce planning and employment-related services to employers, employer associations, or other such organizations on a fee-for-service basis. Per WIOA Final Rule 20 CFR Part 678.440(d), any fees earned are recognized as program income. Additionally, any such fees charged under a partner program must be expended by the partner in accordance with the partner program's authorizing statute, implementing regulations, and Federal cost principles identified in Uniform Guidance. Subrecipient shall request and receive written approval from County prior to charging any such service fees.
- 1.12.18.10.3 Staff support to enable participants with barriers to employment including, but not limited to, individuals with disabilities, veterans, ex-offenders/re-entry individuals to navigate among multiple services and activities for such populations.
- 1.12.18.10.4 Employment and training activities provided in coordination with:
- 1.12.18.10.4.1 Child support enforcement activities of the State and local agencies carrying out part D of Title IV of the Social Security Act (42 U.S.C. 651 et seq.);
- 1.12.18.10.4.2 Child support services, and assistance, provided by State and local agencies carrying out part D of Title IV of the Social Security Act (42 U.S.C. 651 et seq.);

- 1.12.18.10.4.3 Cooperative extension programs carried out by the U.S. Department of Agriculture, as specified in WIOA Title I Section 134(d)(1)(A)(vi)(III); and
- 1.12.18.10.4.4 Activities to facilitate remote access to services provided through a One-Stop delivery system, including facilitating access through the use of technology.
- 1.12.18.10.5 Training programs for displaced homemakers and for individuals training for nontraditional occupations, in conjunction with programs operated in the local area.
- 1.12.18.10.6 Activities to provide business services and strategies that meet the workforce investment needs of area employers, as determined by the LACWDB, and County, which may include:
 - 1.12.18.10.6.1 Developing and implementing industry sector strategies;
 - 1.12.18.10.6.2 Developing and delivering innovative workforce development services and strategies for area employers, such as career pathways, skills upgrading, skill standard development and certification, apprenticeship, and other effective initiatives;
 - 1.12.18.10.6.3 Assistance to area employers in managing reductions in force and coordination with RR activities, and with strategies for the aversion of layoffs, including early identification of firms at risk for layoffs, use of feasibility studies to assess the needs/options of at-risk firms, delivery of employment and training activities to address risk factors; and
 - 1.12.18.10.6.4 Marketing of business services offered under this Section to appropriate area employers, including small and mid-sized employers.
- 1.12.18.10.7 Improved coordination between employment and training activities and programs carried out in County of Los Angeles for individuals with disabilities, including programs carried out by State agencies relating to intellectual disabilities and developmental disabilities, and activities established under Rehabilitation Act of 1973; and
- 1.12.18.10.8 Implementation of promising services to workers and businesses to become workplace learning advisors and maintain proficiency in carrying out the activities associated with such advising.
- 1.12.18.11 *Adult and Dislocated Worker Other Permissible Activities:* Subrecipient may offer the following permissible activities described in WIOA Title I Section 134(d)(1)(B) and 134(d)(4) only under LACWDB approved policy in coordination with County, and in accordance with County Directives:
 - 1.12.18.11.1 Work Support Activities for Low-Wage Workers; and
 - 1.12.18.11.2 Incumbent Worker Training Programs as defined and approved by County.
- 1.12.19 **YOUTH@WORK Program Levels of Service:** The Youth@Work Program shall be delivered according to a three (3) tiered level of Service structure as further described herein. Participant shall engage in a level of Service(s) based on their age, eligibility, and

Service needs. The level of Services may be rendered individually, combined, or in any order as appropriate to meet participant and County needs. The available Service levels are Level I – Work-Based Learning, Level II - Academic and Career Development, and Level III - Advanced Career Services. It is not required that Subrecipients move, provide, or enroll participants in sequence from level to level, and Service levels may be delivered simultaneously. Participants may enroll directly into a Level II or Level III, if deemed appropriate after Subrecipient's assessment of participant's service needs. In addition, participants may receive services from more than one Service level, or just one level as appropriate. Only Youth@Work program participants that meet WIOA Title I Youth eligibility and are assessed to have the need for and benefit from WIOA Title I Youth Program services shall be enrolled in Level II services. Subrecipient shall make the three levels of Service available to eligible participants as outlined below:

- 1.12.19.1 Level I Work-Based Learning (WBL): This level of Service is the Youth@Work's non-WIOA funded career exploration through Subsidized Work Experience opportunities.
 - 1.12.19.1.1 Subrecipient shall ensure that WBL participants are provided with work-based learning that introduces them to the world of work and to viable career pathways.
 - 1.12.19.1.2 Participants aged 14-24 may participate in WBL as a stand-alone element (e.g. subsidized summer employment); however, this element is intended as a vital complement to the education, job training, career planning and unsubsidized employment program elements offered in the two (2) other levels of Service. In this way, any participant who enters Youth@Work through WBL services should be strongly considered for Level II Academic and Career Development if eligible to participate in this level, as described below in Sub-section 1.12.19.2 of this SOW, , and Level III Advanced Career Services as described in Sub-section 1.12.19.3 of this SOW if they are deemed needed and appropriate. WBL Services consist of up to 160 hours of work-based, subsidized work experience that is dense in career exploration and connected to an academic or educational component. The first 20 hours are paid Personal Enrichment Training (PET) in a classroom setting geared at preparing the participant with basic soft skills and goal setting essential for success in the 21st Century workplace.
 - 1.12.19.1.3 The PET shall be followed by placement at a worksite in a public, non-profit, or private organization, with emphasis on those that are part of a high-growth, in-demand industry sector, as defined by County. Upon completing WBL Services, each participant shall be assessed for eligibility and need of additional levels of Service (Level II and Level III).
 - 1.12.19.1.4 Subrecipient shall ensure all staff are trained in proper file management utilizing the County's Youth@Work Portal database system, Automated Referral Systems, and other selected County software. County will provide training and resources for proper data entry and file management.
- 1.12.19.2 Level II: Academic and Career Development (ACD): Subrecipient shall ensure that ACD Services, which consist of comprehensive workforce development services, are offered to WIOA Title I In-School Youth Waiver Qualifying per Sub-section 1.12.6 of this SOW or Out-of-School Youth Program eligible participants and aim to place participants firmly on career paths in high growth, in-demand industry sectors. These shall include educational, academic, sector-driven job training, work-based learning, career planning, and additional

services as needed that include, but are not limited to: summer work experience, paid and unpaid internships, employment readiness workshops, financial literacy training, accelerated basic skills training, on-the-job training, pre-apprenticeships, tutoring, leadership opportunities, mentoring, career development and entrepreneurial training and Supportive Services. The end goal of participants in ACD Services is to be placed in post-secondary education, training, or unsubsidized employment, or attain a high school diploma, its equivalent, or a certificate. With respect to attainment of a high school diploma, its equivalent, or a certificate, participants must also have obtained or retained employment or are in an education or training program leading to a recognized postsecondary credential within one (1) year after exit from the program. Subrecipient shall make every effort to ensure that any participant placed in training shall also secure unsubsidized employment in a sector related to the training.

- 1.12.19.3 Level III: Advanced Career Services (ACS): Subrecipient shall ensure that ACS Services are offered to WIOA Title I In-School **or** Out-of-School Youth Program eligible participants ages 16 to 24 who are assessed as being able to benefit from additional, more rigorous career planning and training than offered in Level II. Subrecipient shall co-enroll appropriate ACS participants into the WIOA Adult Program, as appropriate, for additional needed training and other services in conjunction with Youth@Work Program services. Subrecipient shall make every effort to ensure that participants in ACS services are placed in advanced training and/or attain and retain unsubsidized employment along participant's determined career path.
- 1.12.20 **YOUTH@WORK Level I: Work-based Learning (WBL) Services**: Subrecipient shall provide participants who have little to no work experience the opportunity to engage in short-term work experience, learn about fundamental soft skills and behaviors that are important to be competitive in getting and keeping a job, and explore tangible career paths. Participants who demonstrate a commitment to continued education and/or employment may be referred by Subrecipient to ACD and/or ACS for more comprehensive levels of Service.
- 1.12.20.1 Subrecipient shall provide WBL Services within a designated County-funded Comprehensive AJCC, Non-Comprehensive AJCC, and associated Affiliate sites (as applicable) or other Los Angeles County location as authorized and directed by County.
- 1.12.20.2 Subrecipient shall provide WBL Services that focus on work readiness, career exploration, and tangible career paths; in particular, careers founded in STEAM (Science, Technology, Engineering, Arts, and Math) whenever possible.
- 1.12.20.3 Subrecipient shall enroll participants in one of the qualifying funding categories as set forth by County Directive WDP D22-02 Los Angeles County Youth@Work Work-Based Learning Technical Assistance Guide (TAG).
- 1.12.20.4 YOUTH@WORK WBL Personal Enrichment Training: Subrecipient shall ensure that 100% of WBL participants complete paid Personal Enrichment Training (PET) prior to beginning a Work Experience (WEX). The PET shall consist of financial literacy, work ethics, life skills, career exploration, and STEAM concepts. Up to twenty (20) hours can be allotted for PET

per County Directive WDP D22-02 Los Angeles County Youth@Work Work Based Learning Technical Assistance Guide.

- 1.12.20.4.1 Subrecipient shall designate staff to conduct the PET training. The staff shall be identified within ten (10) business days of Subaward execution and shall provide County with the name(s) of those staff at that time. Subrecipient shall ensure the designated staff attends all necessary train-the-trainer training session(s) before PET participant training can begin.
- 1.12.20.4.2 Subrecipient shall only utilize the approved Transitional Age Youth World of Work (TAYWOW) curriculum for PET or another PET curriculum as directed by County. The TAYWOW is a trauma-informed, evidenced-based curriculum developed in partnership with Columbia University and facilitated by the Los Angeles Transitional Age Youth Collaborative. The training format includes peer-to-peer learning and a forum to share and process what has been learned. Subrecipient may add materials to augment the PET only with prior written County approval. Requests for any such additional materials must be made to County in writing and maintained for recordkeeping purposes. County reserves the right to reject the request.
- 1.12.20.5 YOUTH@WORK WBL Work Experience (WEX): Subrecipient shall ensure that one hundred percent (100%) of participants enrolled in WBL are placed in paid WEX.
 - 1.12.20.5.1 Subrecipient shall ensure the following documents are obtained from participant and on file at enrollment for participant to begin his/her paid PET:
 - 1.12.20.5.1.1 *WEX Employment Eligibility Verification (Form I-9)*: Subrecipient shall complete Form I-9 for all participants to verify their identity and work authorization in the United States ensuring that only the current form is utilized and completed as indicated on the I-9 form; the form shall be obtained from <http://www.uscis.gov/files/form/i-9.pdf>. No substitutions are permitted. Subrecipient shall ensure a copy of the original I-9 form is on file, as the Subrecipient is the employer of record for WEX.
 - 1.12.20.5.1.2 *Valid Work Permit*: Subrecipient shall ensure all participants ages 14 to 17 obtain a valid work permit prior to beginning a WEX and shall maintain a copy in each case file.
 - 1.12.20.5.1.3 *Other Work Experience Forms* as directed by County in WDP D22-02 Los Angeles County Youth@Work Work-Based Learning Technical Assistance Guide.
 - 1.12.20.5.2 Subrecipient shall provide participant with paid WEX, during the program year, at the current County minimum wage rate including appropriate income taxes, Workman's Compensation benefits and social security benefits. The number of allowable WEX hours will be provided through County Directive.
 - 1.12.20.5.3 Should a participant complete the PET and not utilize the full amount of allotted hours for the PET, Subrecipient may credit the variance in hours to the WEX.
- 1.12.20.6 YOUTH@WORK WBL Payments to Participants:

- 1.12.20.6.1 Subrecipient shall ensure that any hours claimed are authorized and verified by the Worksite supervisor and are in accordance with State Child Labor Laws.
- 1.12.20.6.2 Subrecipient shall ensure that participant and participant's supervisor sign-off on all timecards reflecting the accurate number of hours that were worked.
- 1.12.20.6.3 Subrecipient shall maintain detailed payment documentation for each participant, such as a timecard with documentation of actual hours worked. Subrecipient shall maintain a copy of the timecard and any related documentation in the case record, also ensuring that all records are consistent with Appendix A, Sample Subaward, Sub-paragraph 8.38, Record Retention, Inspection and Audit Settlement, and shall make them available for audit, assessment, or inspection by authorized representatives of County, or their designee.
- 1.12.20.6.4 Subrecipient shall allow payment for participant time spent on authorized activities including, but not limited to the following: WEX, PET, and career exploration activities. Time spent on orientation and/or assessments will not be paid. Activities other than those listed must receive prior written approval from the County.
- 1.12.20.6.5 Subrecipient shall ensure that all payments will be made on no less than a monthly basis and in accordance with Subrecipient's payroll policies for Subrecipient's employees.
- 1.12.20.6.6 Subrecipient shall ensure participants understand when payday(s) occurs and the method of acquiring a paycheck.
- 1.12.20.7 Work Experience Worksites:
 - 1.12.20.7.1 Subrecipient shall develop work experience opportunities at a variety of approved Work Experience Worksites (Worksites) including, but not limited to:
 - 1.12.20.7.1.1 Private businesses;
 - 1.12.20.7.1.2 Public agencies (e.g. County, City, State and Federal agencies); and
 - 1.12.20.7.1.3 Non-profit agencies (e.g. 501[c][3] public benefit corporations), and for-profit agencies.
 - 1.12.20.7.2 Subrecipient is prohibited from using the following as Worksites in accordance with federal and State policies and regulations for minors under the age of eighteen (18) years old: casinos or other gambling establishments, establishments that promote or sell alcohol and/or marijuana, aquariums, zoos, golf courses or swimming pools as referenced in Training and Employment Guidance Letter (TEGL) No.14-08 released on March 18, 2009. (<http://wdr.doleta.gov/directives/attach/TEGL/TEGL14-08.pdf>).
 - 1.12.20.7.2.1 Under certain circumstances and restrictions (e.g., structured vocational programs for Junior Lifeguards) there may be permissible WEX opportunities for minors in the areas noted above. Subrecipient shall make a written request to County for authorization.

- 1.12.20.7.3 Subrecipient shall ensure that all individuals providing supervision to participants at worksites are provided with an orientation concerning the WBL objectives, worksite regulations, and policies and procedures before any participant begins the WEX.
- 1.12.20.7.4 Subrecipient shall maintain appropriate documentation substantiating that all Supervisors are aware of their responsibilities and that at least one (1) orientation occurred per site. Subrecipient shall only utilize the standardized orientation materials provided by County.
- 1.12.20.7.5 Subrecipient shall ensure that Payroll and Worker's Compensation Costs are administered through Subrecipient's payroll services.
- 1.12.20.8 Worksite Agreements:
 - 1.12.20.8.1 Subrecipient shall execute a Worksite Agreement for Worksites detailing the operational specifics, minimum requirements, and the program procedures for the Worksite Supervisor(s). County shall provide Worksite Supervisor(s) with a Worksite Supervisor's Manual.
 - 1.12.20.8.2 Subrecipient shall ensure that at a minimum, one of the following worksite protocols is utilized:
 - 1.12.20.8.2.1 Subrecipient shall complete a Worksite Agreement with each individual work location and keep proper documentation on file; or
 - 1.12.20.8.2.2 In lieu of completing individual Worksite Agreements, Subrecipient shall provide County with a complete list of Worksites that the participant(s) shall report to for the WEX upon Subaward execution. Participant shall only be allowed to work in the identified Worksites for the remainder of this Subaward. Should additional Worksites be identified after Subaward execution, Subrecipient shall follow option number one.
 - 1.12.20.8.3 Subrecipient shall maintain a master file with all originals and a log of all Worksite Agreements including the following:
 - 1.12.20.8.3.1 Name and address of Worksite;
 - 1.12.20.8.3.2 Agreement execution date; and
 - 1.12.20.8.3.3 Agreement end date (if appropriate).
 - 1.12.20.8.4 Subrecipient shall ensure the Worksite Agreement is signed by both Subrecipient and Worksite Supervisor or authorized designee. The original is maintained in a master file and a copy in the case file as well as at the worksite.
 - 1.12.20.8.5 Participants shall not begin WEX until the Worksite Agreement is completed, executed, and the basic safety and health screening is conducted.

- 1.12.20.8.6 Subrecipient shall ensure the proposed Worksite meets basic safety and health requirements in accordance with the Americans with Disabilities Act (ADA), as indicated in the WBL Technical Assistance Guide (TAG).
- 1.12.20.8.7 Subrecipients may work with existing Worksites that have previously served as a WEX site as long as the Worksite Agreement is current and valid.
- 1.12.20.8.8 Subrecipient shall utilize only the worksite forms provided by the County and as prescribed in the WBL TAG or County Directive.
- 1.12.20.9 Employer-of-Record: Subrecipient shall function as the Employer-of-Record for all WEX. Subrecipient shall assume all responsibilities and liabilities associated with being the Employer-of-Record including, but not limited to, the following:
 - 1.12.20.9.1 Subrecipient shall select Worksites that meet safety and health standards and support work-based learning, Earn and Learn models, career pathways, and STEAM concepts.
 - 1.12.20.9.2 Subrecipient shall comply with Federal and State overtime and time earned requirements.
 - 1.12.20.9.3 Subrecipient shall cover all expenses associated with Income Tax, Worker's Compensation and other related benefits with County, State, and federal requirements as specified under this Subaward.
 - 1.12.20.9.4 Subrecipient shall comply with Cal/OSHA requirements, and will implement policies regarding smoking, drugs, and alcohol abuse.
 - 1.12.20.9.5 Subrecipient shall ensure the Worksite is safe for participant in accordance with existing California Labor and Health and Safety laws and regulations.
 - 1.12.20.9.6 Subrecipient shall implement policies on preventing, and reporting, sexual harassment and discrimination based on age, race, pregnancy, sexual orientation, and national origin.
 - 1.12.20.9.7 Subrecipient shall orient and educate both the Worksite supervisor and the participant on effective practices and protocols that aim to prevent wage theft.
 - 1.12.20.9.8 Subrecipient shall have processes and protocols in place to terminate participants who either violate the Worksite rules or fail to comply with WBL and Youth@Work policies.
 - 1.12.20.9.8.1 Subrecipient shall only utilize this option if the participant's behavior was so egregious that termination is warranted. Examples include but are not limited to inflicting physical or verbal harm against another, bullying, or theft. Subrecipient will need to substantiate the reason for the termination in the case file.

1.12.20.9.8.2 Subrecipient may reassign participants to another Worksite if the behavior is not as extreme as in the examples above but requires corrective action. Subrecipient will need to substantiate the reason for the reassignment in the case file.

1.12.20.10 Work Readiness Assessment and Performance Evaluation

1.12.20.10.1 Subrecipient shall ensure that each participant is assessed twice during their work experience, one at sixty (60) hours and a final, to gauge the attainment of work readiness skills by utilizing County approved Performance Evaluation (PE) form, which will be provided by County.

1.12.20.10.2 Each participant shall receive two PE completed by the Worksite Supervisor. The PE shall be discussed by the Case Manager and participant. The PE will aid the participant in identifying strengths and weaknesses and in developing basic employability skills. The PE shall assess for basic employability skills including following instructions, completing tasks accurately, demonstrating a “Learner’s Attitude”, being a team player, accepting constructive criticism, punctuality, consistency, presenting self appropriately, drug/alcohol free behavior, having a positive attitude, and developing a positive work ethic. A copy of each PE shall be a part of the permanent case record.

1.12.20.10.3 Subrecipient shall ensure that each participant who completes a minimum of 120 hours of WEX shall also receive a Final Performance Evaluation (FPE). A copy of the FPE shall be a part of the permanent case record. The FPE form shall be provided to Subrecipient by County.

1.12.20.10.3.1 The FPE shall be completed by the Worksite Supervisor who directly supervised the participant while participating in the work experience. The FPE will also be reviewed by the Youth@Work Career Planner/Case Manager.

1.12.20.10.3.2 The FPE shall consist of the same elements that were monitored during the monthly PE. The FPE is a real-time and contextualized assessment of how the participant performed his or her duties.

1.12.20.10.3.3 Subrecipient shall ensure that the FPE is discussed and presented to the participant *prior* to the distribution of the last paycheck. Notwithstanding the foregoing, payment cannot be withheld if the participant refuses to review the FPE. In such instances the Youth@Work Career Planner/Case Manager shall make note of the behavior in the case notes.

1.12.21 **Level II: Academic and Career Development (ACD) Services:** Subrecipient shall enroll ACD participants into the WIOA Title I Youth Program as either an In School Youth (ISY) or as an Out-of-School Youth (OSY), as appropriate, ensuring that although when enrolling ISY in WIOA, services provided to ISY are to be funded through non-WIOA sources unless participants qualify for an OSY waiver per Sub-section 1.12.6.

- 1.12.21.1 Given that under WIOA, fewer resources are available to serve ISY, Subrecipient should identify resources and/or establish partnerships with youth providers whose services and resources shall be leveraged to provide augmented services to ISY that are consistent with WIOA goals and expectations.
- 1.12.21.2 Subrecipient shall ensure that participants in ACD services complete an application for services in accordance with WIOA Title I Section 129 as it relates to WIOA Title I Youth Program and that eligibility requirements are met and substantiated prior to the rendering of any services. Subrecipient shall ensure the eligibility determination process is conducted thoroughly and in accordance with program time limits.
- 1.12.21.3 Youth@Work Program ACD WIOA-Specific Elements and Activities: Subrecipient shall ensure their services include the following required elements of the Youth@Work Program ACD WIOA-specific elements and activities:
 - 1.12.21.3.1 An Objective Assessment (OA) of the academic levels, skill levels, service needs and strengths of each participant. The OA shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs, supportive service needs, and developmental needs for the purpose of identifying appropriate services, resources, and career pathways for participants. A new OA is not required if Subrecipient determines it is appropriate to use a recent assessment (within the last 6 months) of the participant conducted pursuant to another partner program.
 - 1.12.21.3.2 Individual Service Strategies (ISS) for each participant based on the needs of participant and OA that:
 - 1.12.21.3.2.1 Are directly linked to one or more of the indicators of WIOA Title I Youth performance as described in Attachment 5, Performance Measures and Goals, of this SOW;
 - 1.12.21.3.2.2 Connect to clearly identified career pathways;
 - 1.12.21.3.2.3 Include education and employment goals (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives, and appropriate services for the participant considering assessment results. County shall provide additional guidance through County Directive(s).
 - 1.12.21.3.2.4 A new ISS for a participant is not required if Subrecipient determines it is appropriate to adopt or augment a recent ISS developed for the participant under another partner program, however, an ISS shall be updated monthly and as needed throughout program participation.
 - 1.12.21.3.3 Activities leading to the attainment of a secondary school diploma or its recognized equivalent, or a recognized post-secondary credential;
 - 1.12.21.3.4 Preparation for postsecondary educational and training opportunities;

- 1.12.21.3.5 Strong linkages between academic instruction and occupational education that lead to the attainment of recognized post-secondary credentials;
- 1.12.21.3.6 Preparation for unsubsidized employment opportunities, in appropriate cases; and
- 1.12.21.3.7 Direct connection to employers, including small employers, in in-demand industry sectors and occupations of the local and regional labor markets.
- 1.12.21.3.8 *Fourteen (14) WIOA Program Elements:* Subrecipient shall ensure that the 14 WIOA Program elements outlined below are available to all WIOA participants. Subrecipients are not required to provide all 14 elements to an individual participant and shall identify appropriate partners to leverage the Program elements, as appropriate. Subrecipient must demonstrate and list partnerships for all 14 program elements upon County request. Subrecipients have the flexibility to determine what specific Program elements (WIOA Section 129(c)(2)) a participant shall receive based on the participant's OA and ISS. These include:
 - 1.12.21.3.8.1 Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
 - 1.12.21.3.8.2 Alternative secondary school services, or dropout recovery services, as appropriate;
 - 1.12.21.3.8.3 Paid and unpaid work experience that have as a component academic and occupational education. The education component may occur concurrently or sequentially with the work experience and may be conducted inside or outside of the work experience work site. Work experience may include:
 - 1.12.21.3.8.3.1 Summer employment opportunities and other employment opportunities available throughout the school year;
 - 1.12.21.3.8.3.2 Pre-apprenticeship programs. A pre-apprenticeship is a program designed to prepare individuals to enter and succeed in an apprenticeship program registered under the Act of August 16, 1937 (commonly known as the "National Apprenticeship Act"; 50 Stat.664, chapter 663; 29 U.S.C. 50 et. seq.);
 - 1.12.21.3.8.3.3 Internships and job shadowing, and
 - 1.12.21.3.8.3.4 On-the-job-training opportunities.
 - 1.12.21.3.8.4 Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area as approved by County and meets quality criteria under WIOA Title I Section 123;

- 1.12.21.3.8.5 Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- 1.12.21.3.8.6 Leadership development opportunities, which may include community services and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- 1.12.21.3.8.7 Supportive Services. Subrecipient shall provide Supportive Services and incentives as determined appropriate through assessment. Supportive Services are needs based and are intended to assist the participant to complete an authorized WIOA activity that is documented on the ISS. Supportive Services for WIOA Youth may also be provided during follow-up. Supportive Services include, but are not limited to:
 - 1.12.21.3.8.7.1 Linkages to community services;
 - 1.12.21.3.8.7.2 Assistance with transportation (e.g., bus passes);
 - 1.12.21.3.8.7.3 Assistance with childcare and dependent care;
 - 1.12.21.3.8.7.4 Assistance with housing;
 - 1.12.21.3.8.7.5 Assistance with books, fees, School supplies (e.g., books, backpacks,) and other necessary items for participants enrolled in postsecondary education classes;
 - 1.12.21.3.8.7.6 Payments and fees for employment and training-related applications, tests, and certifications;
 - 1.12.21.3.8.7.7 Reasonable accommodation of youth with disabilities;
 - 1.12.21.3.8.7.8 Legal aid services;
 - 1.12.21.3.8.7.9 Referral to health care;
 - 1.12.21.3.8.7.10 Background checks for employment;
 - 1.12.21.3.8.7.11 Needs-related payments for participants living on their own;
 - 1.12.21.3.8.7.12 Educational testing and accommodations;
 - 1.12.21.3.8.7.13 Assistance with uniforms or other appropriate work attire;
 - 1.12.21.3.8.7.14 Work related tools including protective eyewear and glasses; and
 - 1.12.21.3.8.7.15 Incentives. Subrecipient may also provide incentives to reward youth participants for completing or achieving a milestone or goal that are tied directly to a performance outcome. Subrecipient must have written policies and procedures in place to govern the award of both supportive services and incentives. County shall provide guidance as to the limitations on incentives.

- 1.12.21.3.8.8 Adult Mentoring for the period of participation and a subsequent period for a total of not less than twelve (12) months, Subrecipient shall ensure the mentor is someone other than the assigned Youth@Work Career Planner/Case Manager;
- 1.12.21.3.8.9 Post-Program Follow-ups to ascertain the employment and/or education status of participants, using the State's Labor Exchange System (currently CalJOBS), or successor system, for all exited participants once a quarter, for twelve (12) months after program exit and provision of Follow-up Services offered, as appropriate. All youth participants must be offered an opportunity to receive Follow-up Services that align with their Individual Service Strategies. Follow-up Services may include the following:
 - 1.12.21.3.8.9.1 Supportive Services;
 - 1.12.21.3.8.9.2 Adult Mentoring;
 - 1.12.21.3.8.9.3 Financial Literacy Education;
 - 1.12.21.3.8.9.4 Services that provide labor market and employment information; and
 - 1.12.21.3.8.9.5 Activities that help youth prepare for and transition to postsecondary education and training.
 - 1.12.21.3.8.10 Comprehensive guidance and counseling, which can include drug and alcohol abuse counseling and referrals, as appropriate. NOTE: This program element does not imply that WIOA funds shall be utilized to conduct formal drug, alcohol abuse, or mental health services;
 - 1.12.21.3.8.11 Financial literacy education;
 - 1.12.21.3.8.12 Entrepreneurial skills training;
 - 1.12.21.3.8.13 Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness career counseling, and career exploration services; and
 - 1.12.21.3.8.14 Activities that help participants prepare for and transition to postsecondary education and training.
- 1.12.21.3.9 *Additional Services:* Subrecipient shall provide additional services including:
 - 1.12.21.3.9.1 Information and referrals on the full array of available services through the Comprehensive AJCC or AJCC Collaborative Partners;
 - 1.12.21.3.9.2 Referrals to appropriate training and educational programs that have the capacity to service the participant either on a sequential or concurrent basis; and
 - 1.12.21.3.9.3 Referrals for further assessment, as necessary, and to appropriate programs for eligible applicants who do not meet enrollment requirements of the WIOA program or who cannot be served for another reason.

- 1.12.21.3.10 *WIOA Work Based Training*: Subrecipient shall ensure that emphasis is placed on providing WIOA participants with WIOA work-based training that provides participants who have little, or no work experience the opportunity to develop workplace skills.
- 1.12.21.3.10.1 Subrecipient shall ensure that paid and unpaid work-based training work experience provided to participants shall include an academic and occupational education (e.g., workforce preparation activities, basic academic skills, and hands-on occupational skills training) that must be taught within the same timeframe and connected to training in a specific occupation, occupational cluster, or career pathway as referenced in WIOA Section 129 (c)(2)(E).
- 1.12.21.3.10.2 Allowable work-based training work experience opportunities include those listed in Sub-section 1.12.21.3.8.3 above.
- 1.12.21.3.10.3 Subrecipient is also held to the work permit and worksite provisions as stated above in Sub-sections 1.12.20.5.1.2, Valid Work Permit and 1.12.20.7, Work Experience Worksites when providing WIOA work-based training.
- 1.12.21.3.10.4 Subrecipient shall adhere to guidance on WIOA Work Based Training provided in County Directive WDP D20-06 WIOA OSY Work Experience Categories and Performance Goals, as directed by County.
- 1.12.22 **Level III: Advanced Career Services (ACS)**: Subrecipient shall ensure that ACS Services are made available to eligible participants ages eighteen (18) and older who are assessed as being able to benefit from additional training and career planning beyond what is offered in the ACD level of service. For this level, Subrecipients shall co-enroll appropriate ACD participants, as deemed necessary, into the WIOA Adult Program for additional training and other services beyond those found in the Youth@Work Program and in doing so, ensure eligibility for services as defined in Section 1.12.3 Adult Program Eligibility is met.

1.13 CONTINUOUS QUALITY ASSURANCE

- 1.13.1 **Quality Assurance Plan**: Continuous quality improvement is a systematic approach to assessing processes and improving them on an ongoing basis. Subrecipient shall be committed to improving quality in all of its services, processes, and programs. As such, County shall evaluate Subrecipient's performance under this Subaward using the quality assurance procedures as defined in Appendix A, Sample Subaward, Sub-paragraph 8.15, County's Quality Assurance Plan.
- 1.13.1.1 Subrecipient shall establish and utilize a comprehensive Quality Assurance Plan (QAP) to assure County a high level of service will be provided consistently throughout the term of the Subaward. A copy must be provided to County's Contract Manager (CM) on the Subaward start date and as changes occur. The original QAP and any revisions thereto, shall include, but not be limited to, the following:
- 1.13.1.1.1 Methods used to ensure that the quality of service performed fully meets the performance requirements set forth in this Statement of Work. Subrecipient shall include methods for

identifying and preventing deficiencies in the quality of Service performed before the level of performance becomes unacceptable including a reporting protocol notifying the CM of any identified performance requirement issues within 24 hours of discovery.

- 1.13.1.1.2 Methods for ensuring uninterrupted service to the County in the event of a strike by Subrecipient employees or any other potential disruption in Service.
- 1.13.1.1.3 Methods and frequency by which the qualifying knowledge, skills, experience, and appropriate licenses and/or credentials of professional staff are properly assured, supervised, and maintained during the life of the Subaward.
- 1.13.1.1.4 Subrecipient's QAP shall include quality improvement strategies and interventions and include barriers/deficiencies/problems identified by County through County's technical assistance visits in this process.
- 1.13.1.1.5 Subrecipient shall include qualifications of monitoring staff, samples of monitoring forms, and identification of related accountability reporting documents in the QAP.
- 1.13.1.1.6 The QAP shall include a method of monitoring to ensure that Subaward requirements are being met; and
- 1.13.1.1.7 The QAP shall contain a record of all inspections conducted by Subrecipient, any corrective action taken, the time a problem was first identified, a clear description of the problem, and the time elapsed between identification and completed corrective action, shall be provided to County upon request. Subrecipient shall maintain all records consistent with Appendix A, Sample Subaward, Sub-paragraph 8.38, Record Retention and Inspection/Audit Settlement, and shall make them available for audit, assessment, or inspection by authorized representatives of County or designee.
- 1.13.1.2 If Subrecipient QAP requirements are not met, the CM may, in addition to all other remedies available under this Subaward, telephone or email Subrecipient to alert Subrecipient of a deficiency; send Subrecipient a User Complaint Report (UCR), or both. Subrecipient shall respond to a telephone or email deficiency complaint within one (1) hour and respond to a UCR within twenty-four (24) hours of receipt.
- 1.13.1.3 Subrecipient shall not utilize any employee or Lower- Tier Subrecipient whose work has been deemed deficient and unacceptable by the CM.
- 1.13.1.4 Subrecipient shall have a staff succession plan and report any staff changes, including separations, temporary leave (e.g. vacations), indicating staff that will take over the functions of staff on separation or leave; and new hires to the CM within five (5) business days of the occurrence. In addition, for new hires, Subrecipient shall include a current resume as part of the notification to County.
- 1.13.2 **Customer Satisfaction:** County will provide Subrecipient with Customer Satisfaction Surveys for participants, external program partners, and employer participants to evaluate the quality of services provided by Subrecipient and partner agencies. Subrecipient shall retain a copy on file and ensure completed surveys are accessible to County for review. The results of the Surveys will also be used by Subrecipient to make continuous quality improvements in services and be visible to participants. Subrecipient shall be required by the County to develop and comply with

resolutions for identified concerns as appropriate and develop internal outcome measures to improve customer satisfaction due to results from the Surveys. Subrecipient shall adhere to County Directive WDP D19-42 - Los Angeles County America's Job Centers of California Individual Customer Satisfaction Survey Policy and Procedures for proper utilization of individual participant surveys. Further instructions for Employer and Partner surveys will be delineated through a County Directive(s), which will be released prior to the Subaward and provided to Subrecipient.

1.13.3 Subrecipient and partners shall meet as needed, but at least on a quarterly basis, for the purposes of program quality control and to ensure adequate operations.

1.14 **PERFORMANCE MEASURES AND PERFORMANCE INCENTIVES**

1.14.1 Subrecipient acknowledges it is held to outcome driven performance to substantiate services provided to participants. Emphasis shall be placed on equity of service, quality of service, training opportunities, and unsubsidized employment placements within in-demand occupations with career paths in high growth sectors. Subrecipient acknowledges that for purposes of DOL Accountability Measures, a participant must be a reportable individual who has received services other than the services described in 20 CFR Part 677.150 (a)(3), after satisfying all applicable programmatic requirements for the provision of services, such as eligibility determination.

1.14.2 Subrecipient acknowledges that performance measures may change on a year-to-year basis at the direction of County and that at the start of each Program Year (PY), WIOA performance standards or goals are set by DOL, EDD, and LACWDB, which Subrecipients are required to meet. DOL WIOA Accountability Measures are calculated on a quarterly basis and finalized at the end of each PY. These measures include program data from multiple Program Years as they are used by the federal government to evaluate the efficacy of the WIOA Program. At the County level, WIOA program performance is measured by the PY that begins on July 1st and ends on June 30th. Subrecipient further acknowledges the County Program Performance Measures, in combination with, and including the DOL Measures, which will be reflected in Attachment 5, Performance Measures and Goals, of this SOW, gauge key program performance indicators, including evaluation of Subrecipient performance in the following:

1.14.2.1 **WIOA Baseline Performance Accountability Measures:**

1.14.2.1.1 Adult and Dislocated Worker Unsubsidized Employment Rate (2nd Quarter after Exit);

1.14.2.1.2 Youth in Education or Advanced Training, or in Unsubsidized Employment Rate (2nd Quarter after Exit);

1.14.2.1.3 Adult and Dislocated Worker Unsubsidized Employment Rate (4th Quarter after Exit);

1.14.2.1.4 Youth in Education or Advanced Training, or in Unsubsidized Employment Rate (4th Quarter after Exit);

- 1.14.2.1.5 Median Earnings (2nd Quarter after Exit);
- 1.14.2.1.6 Attainment of a Recognized Post-Secondary Credential or Secondary School Diploma Rate (during participation or within 1 year after exit and only if also obtaining or retaining employment or in education or training program leading to a recognized postsecondary credential within one (1) year after exit);
- 1.14.2.1.7 In-Program Measurable Skill Gains; and
- 1.14.2.1.8 Indicators of Effectiveness in Serving Employers.
- 1.14.2.2 Local WIOA Baseline Performance Measures:**
 - 1.14.2.2.1 New Enrollments;
 - 1.14.2.2.2 Adult and Dislocated Worker Target Population Enrollments (Homeless, Justice-involved, Individuals with Disabilities, LGBTQIA+, English Language Learners, Veterans, Basic Skills Deficient, Public Assistance Recipients (GAIN and GROW/START), and Other Low Income, Black/African American, Asian & Pacific Islander, and Women);
 - 1.14.2.2.3 Youth Target Population Enrollments (Homeless, Justice-involved, Individuals with Disabilities, LGBTQIA+, English Language Learners, Black/African American, Asian & Pacific Islander, Foster Youth, and Pregnant/Parenting Youth);
 - 1.14.2.2.4 Carryovers, or participants rolled over from one program year to the next;
 - 1.14.2.2.5 Additional Carryover allowance for GROW Participants;
 - 1.14.2.2.6 Total trainings that do not include subsidized wages;
 - 1.14.2.2.7 Total Youth trainings that include subsidized wages;
 - 1.14.2.2.8 Adult and Dislocated Worker Training Enrollments in DEO-Designated High Growth Sector or Pathway Training;
 - 1.14.2.2.9 Adult and Dislocated Workers Enrolled in Employer-Based Training (OJT, Customized Training, Pre-Apprenticeships and Apprenticeships, IW, and TJ);
 - 1.14.2.2.10 Adult and Dislocated Trainings that are Completed Successfully (all types);
 - 1.14.2.2.11 Program Exiters Hired in Unsubsidized Jobs;
 - 1.14.2.2.12 Youth Participants Hired in Subsidized Jobs (Work Based Learning level only);
 - 1.14.2.2.13 Unsubsidized Hires in DEO-Designated High Growth Sector or Pathway;
 - 1.14.2.2.14 Of the Successfully Completed Training, those that get Hired in a Training-Related Job;
 - 1.14.2.2.15 Family Sustaining/Living Wage Job (\$21.89 for family of 1, based on MIT Calculator (<https://livingwage.mit.edu/counties/06037>));

- 1.14.2.2.16 Those Employed at Enrollment that Advance to Full-Time Work or that Receive Higher Total Wages within One Year after Exiting the Program;
- 1.14.2.2.17 Those who are hired that remain employed after six months and also earned a wage increase;
- 1.14.2.2.18 Those who are hired that remain employed after six months and also earned a wage increase;
- 1.14.2.2.19 Those enrolled on public assistance and/or as low-income are hired and no longer qualify in of those priority groups after one year;
- 1.14.2.2.20 Businesses receiving at least one service are high growth or opportunity sectors;
- 1.14.2.2.21 Businesses receiving at least one service are minority and women-owned;
- 1.14.2.2.22 Businesses Served that Second Chance Employers (Fair Chance) with at least one (1) Business Service Received;
- 1.14.2.2.23 Businesses receiving at least one service have a primary business address in a LA County unincorporated area;
- 1.14.2.2.24 Businesses receiving at least one service are micro and small businesses;
- 1.14.2.2.25 Total Business Engagements that are Engaged each Quarter;
- 1.14.2.2.26 Employer conversion rate; this indicates the number of employers that an AJCC engages with who ultimately create a job order and hire through the system;
- 1.14.2.2.27 Businesses Served that Employ our System's Participants after receiving a Transitional Job, On-the-Job Training, or Work Experience;
- 1.14.2.2.28 Businesses hiring enrolled participants at living wage;
- 1.14.2.2.29 Businesses hiring enrolled participants in full-time, permanent jobs; and
- 1.14.2.2.30 Businesses Served that Employ our System's Participants in Jobs with Unsubsidized Wages and within High Growth Sectors.

1.14.2.3 Local WIOA Baseline Quality Assurance Measures:

- 1.14.2.3.1 Customer Satisfaction Survey Results: How likely are you to tell your family and friends that this AJCC will help them get a job or a higher-paying job? (Net Promoter Score)
- 1.14.2.3.2 Mystery Shopper Rating (based on response time and interaction experience)
- 1.14.2.3.3 Response time from referral receipt to customer engagement within two (2) business days (ARS, Interest Forms, Email inquiries from public, BOS, or other source)

- 1.14.2.3.4 Data entered in CalJOBS no later than three (3) days.
- 1.14.2.3.5 All Cases are assigned to a Case Manager
- 1.14.2.3.6 Case Distribution Rates
- 1.14.2.3.7 Cases or activities closed due to no services being entered for at least 90 days.
- 1.14.2.3.8 Missing data fields (agency codes, actual activity begin and end dates, missing training or subsidized employment providers, demographics, and NAICS codes)
- 1.14.2.3.9 Post-Program Follow-ups Completion (1 per quarter after exit)
- 1.14.2.4 **Performance Incentives:** As allowable per WIOA Final Rule Section 683.500, County reserves the right to implement a pay for performance incentive structure, attached to County Local Measures, which supplement the required WIOA measures and prioritize equity, job quality, retention, income mobility, and career advancement, that get the system closer to achieving its North Star Principles by exceeding Local Measures, to be identified by County. Subrecipients that attain or exceed selected County Local Measure goals may be awarded additional funding based on a pay for performance incentive structure, dependent upon funding, implementation, and as effective through County directive.
- 1.14.2.5 Subrecipient shall measure participant outcomes by obtaining, tracking, and reporting the performance data of the core indicators for its participants. DOL, State, or County, in conjunction with the LACWDB and/or the Los Angeles County Board of Supervisors, may establish additional performance measures that Subrecipient shall comply with once the additional measures are promulgated. Subrecipient shall, at a minimum, be held to the yearly DOL Accountability Measures, as published by the State, regardless of when the State notifies County of the required measures.
- 1.14.2.6 Subrecipient performance will be reviewed by County on a quarterly basis at a minimum:
 - 1.14.2.6.1 At 3/6/9month review from award of Subaward, if Subrecipient is not satisfactorily progressing, technical assistance will be provided, and a Corrective Action Plan (CAP) requested.
 - 1.14.2.6.2 At twelve (12) months from award of Subaward, if annual performance goals are not met, Subrecipient will be placed on probation in accordance with Appendix A, Sample Subaward, Sub-paragraph 8.15, County's Quality Assurance Plan and advised that performance standards/satisfactory progress must be made at the end of eighteen (18) months or Subaward will not be renewed after the initial twenty-four (24)-month term.
 - 1.14.2.6.3 At fifteen (15) months from award of Subaward, if Subrecipient is not satisfactorily progressing, technical assistance will continue, and an additional CAP shall be required.
 - 1.14.2.6.4 At eighteen (18) months from award of Subaward, if Subrecipient's performance is not satisfactory County may formally notify Subrecipient that the Subaward may not be renewed at the end of initial term.

- 1.14.2.6.5 Subrecipient acknowledges that any Subrecipient deficiencies that County determines are severe or continuing which may place the performance of this Subaward and any amendments hereto in jeopardy if not corrected, may be reported to the County's databases that track/monitor performance history, as further defined in Appendix A, Sample Subaward, Sub-paragraph 8.15, County's Quality Assurance Plan.
- 1.14.2.6.6 Any such report as referenced above shall include improvement/corrective action measures taken by County and Subrecipient.
- 1.14.2.6.6.1 Notwithstanding the performance requirements and corrective steps specified above, if improvement does not occur consistently with the corrective action measures, County may terminate this Subaward with Subrecipient, and/or any amendments in whole or in part, or take other action as specified in the Subaward.
- 1.14.2.6.7 Subrecipient acknowledges that satisfactory performance under this Subaward does not automatically guarantee any renewal or extended performance and that any such decision to offer a renewal or extension lies solely with County.

1.15 COMMUNICATIONS AND BRANDING

- 1.15.1 Subrecipient shall ensure it is representing County's workforce development system in a manner consistent with its North Star Principles, mission, and vision:
 - 1.15.1.1 Subrecipient shall inform County five (5) business days prior to the scheduled date of the event when participating in or hosting events, such as job fairs, because as the AJCC, they are representing the County's workforce development system.
 - 1.15.1.2 When acting in the capacity of, or on behalf of the AJCC, subrecipient shall refrain from engaging with elected officials, including the BOS or BOS' representatives and staff, without first notifying and gaining approval of engagement from County.
 - 1.15.1.3 Subrecipient shall follow County's communications protocols, as outlined in future County directive.
 - 1.15.1.4 Subrecipient shall adhere to the current and, if applicable, subsequent name for the County workforce development system of providing employment and training through WIOA partnerships and various other local programs as "America's Job Center of CaliforniaSM" (service marks are regulated by the law of "Unfair Competition." At the federal level, service mark infringement is governed by the "Lanham Trademark Act of 1946 (15 U.S.C.A. § 1051 et. seq.). At the state level, service mark infringement is governed by analogous "Intellectual Property" statutes that have been enacted in many jurisdictions.
 - 1.15.1.5 Subrecipient shall agree to place the America's Job Center of California logo, in accordance with the State of California and County guidelines for such use, on all public materials such

as statements, press releases, brochures, electronic resources, advertisements, reports, and other documents describing projects or programs funded in whole or in part with WIOA funds or with County funds.

- 1.15.1.6 Subrecipient shall not use the America's Job Center of California logo in any manner that would imply that the State of California or County endorses a commercial product, service, or activity.
- 1.15.1.7 Subrecipient shall use only the full name assigned by County inclusive of the Comprehensive AJCC or AJCC, and include the trademark approved by DOL, State of California and the LACWDB to identify the site and all related materials; Subrecipient shall not use Subrecipient's legal name or "dba."
- 1.15.1.8 Subrecipient shall communicate and coordinate local outreach, branding, and promotional strategies and shall support County led and supported outreach initiatives.
- 1.15.1.9 Subrecipient shall use County's Branding package, upon receipt of subaward and will adhere to further Branding instructions as provided through County Directive WDP D20-14, Los Angeles County America's Job Centers of California Style Guide Directive, or subsequent directive.

1.16 **USAGE OF CALJOBS, DATA ENTRY, AND DATA PROTECTION REQUIREMENTS**

- 1.16.1 Subrecipient shall ensure all participants, including employer participants, register through the State Labor Exchange System (currently CalJOBS), or successor system, to properly determine and record program eligibility and tracking of activities and services provided.
- 1.16.2 Subrecipient shall maintain proper eligibility documentation and electronic case files, uploading to CalJOBS as outlined in County Directive WDP D18-13, CalJOBS Document Imaging and Scanning. Subrecipient shall also ensure that case files are kept in accordance with the following:
 - 1.16.2.1 Case files shall contain documentation of eligibility, need determinations for career services and training services, materials related to Initial and Comprehensive (as applicable) Assessments, Individual Employment Plans (as applicable), documentation of Supportive services provided, documentation related to employment placement or educational attainment, documentation of follow-up, case notes, and any other documents that are relevant to services provided to the individual that are necessary for verification purposes.
 - 1.16.2.2 Subrecipient shall establish procedures to protect all participant Personal Identifying Information (PII) consistent with the terms of this Subaward, any amendments thereto, and all applicable data privacy laws; and shall not disclose participant information without written consent from County and the participant.

- 1.16.2.3 Subrecipient shall ensure documentation is held in accordance with the Record Retention requirements outlined in Appendix A, Sample Subaward, Sub-paragraph 8.38, Record Retention, Inspection and Audit Settlement.
- 1.16.2.4 Subrecipient may opt to keep updated hard copy case files in addition to electronic case files, but not in lieu of electronic case files, unless otherwise stipulated by County.
- 1.16.2.5 Subrecipient shall adhere to data entry time limits covering the WIOA application and enrollment process as established by EDD and/or future County Directive.

1.17 **FACILITIES, RESOURCES, MATERIALS AND EQUIPMENT**

- 1.17.1 County will take the lead in identifying sites and entering into leases to the extent feasible. County may, under certain circumstances, consider AJCC/One-Stop Operator input on where sites are located and the lease negotiations, on a case-by-case basis. Subrecipient acknowledges that County may, at its sole discretion, require Subrecipient to directly enter into a lease with a property owner for a Comprehensive AJCC and its associated Affiliate, or a Non-Comprehensive AJCC. Subrecipient will be required to work with County to ensure that the leased site meets all of the equity, operational, geographical, access, and fiscal goals required by County for a Comprehensive AJCC and associated Affiliate, or Non-Comprehensive AJCC, and are a safe, comfortable, friendly environment where participants, employers and professional staff can interact in alignment with the County's North Star Principles, as identified herein. Subrecipient acknowledges the terms of site lease(s) must allow for assignment of the lease to County. Subrecipient lease costs will be paid by County on a cost reimbursement basis and shall be independent of the funding allocation and budget for operation of the Comprehensive AJCC and associated Affiliate, or Non-Comprehensive AJCC.
 - 1.17.1.1 Subrecipient shall develop and maintain Infrastructure Funding Agreements (IFAs) that reflect and describe the financial agreement(s) Subrecipient has entered into for infrastructure costs in proportion to partners' use of the AJCC and relative to benefits received, as defined in WIOA Title I Section 121 (h) and by County Directive. Subrecipient shall ensure that all onsite partners complete IFAs, as further detailed through County Directive.
- 1.17.2 Certain infrastructure costs (base utilities of water, electricity, and gas only) not included in the lease terms will either be directly paid by County or reimbursed to the Subrecipient.
- 1.17.3 On a case-by-case basis and upon written request to County and approval by County, Subrecipient may be reimbursed for costs associated with moving furniture, files, and other related materials needed to furnish a site for functionality.

- 1.17.4 Subrecipient acknowledges that it shall be subject to participation in site infrastructure evaluation, at the direction of County, that may lead to changes in infrastructure make-up of the site including remodeling, redesigning, or change in physical location that may also result in funding differences related to rent and infrastructure costs.
- 1.17.5 Only with prior written approval from County, Subrecipient may lease or operate in additional facilities that expand access to services within the designated service area(s) defined in this Subaward.
- 1.17.6 **Site Accessibility and Safety:** Subrecipient shall ensure that AJCCs are accessible by public transportation, and meet the full requirements set forth by the ADA Act of 1990, including ADA Title II Accessibility Guidelines (www.ada.gov/2010ADAstandards_index.htm) and Title 24 of the California Building Code (www.bsc.ca.gov/pubs/codeson.aspx).
- 1.17.6.1 All locations must provide accessible parking spaces for staff and customers, per ADA Accessibility Guidelines 4.1.2(5)(a) and in a manner consistent with applicable City zoning code(s).
- 1.17.6.2 In addition to ADA compliance, AJCCs , or any site that has co-located EDD staff, are subject to full compliance with seismic safety requirements as set forth in WIOA (Public Law 113-128); ADA (Public Law 101-336 and 110-325); Title 20 CFR Part 652: “Establishment and Functioning of State Employment Service”; Title 24 California Code of Regulations (CCR) Part 2: “Building Standards Code”, Section 11B202.4, Path of Travel Requirements in Alterations, Additions and Structural Repairs; California Government Code (GOV) Sections 4450-4461, Access to Public Buildings By Physically Handicapped Persons; Training and Employment Guidance Letter (TEGL) 16-16, One-Stop Operations Guidance for the American Job Center Network (January 18, 2017); and Department of General Services (DGS), State Administrative Manual (SAM) Section 5365, Physical Security.
- 1.17.6.3 All site locations must be in full compliance with all federal, state, and local fire and life safety, building, and zoning codes.
- 1.17.6.4 Subrecipient shall ensure that all site locations/buildings and surrounding areas are maintained in a manner consistent with applicable local, state, and federal occupational safety and sanitation laws and regulations. The premises shall be free of any accumulation of garbage, rubbish, stagnant water, filth, or offensive matter of any kind to ensure that the premises are maintained in a clean and wholesome condition.
- 1.17.6.5 In the event of extraordinary incidents, unusual occurrences, natural disasters, or crime, including but not limited to repairs, modifications, refurbishment, or replacement of facility(ies), vandalism, acts of God, and third-party negligence, Subrecipient must notify County immediately, to the extent feasible. Subrecipient must have an emergency plan in

place to ensure no disruption in services and shall provide to County for review its emergency plan at least once per program year.

1.17.7 Site Hours and Work Schedules: Subrecipient shall ensure AJCCs maintain standard hours of operation, which shall be in conjunction with County's operational hours, days, and holidays, as directed by County. Affiliates may have alternate hours of operation, as approved by the County. AJCCs are to be conveniently accessible to the community, as such Subrecipient staff work schedules shall follow a five (5) day, forty (40) hours per week (5/40) pattern, which may include work hours scheduled during evenings and on weekends.

1.17.7.1 Subrecipient shall ensure equity of access so that the AJCC offers non-traditional hours during which all regular programs and services will be offered. These will include, twice per month, evening hours until 7:00 p.m. Pacific Standard Time and twice per month weekend hours (half-day or 4 hours).

1.17.7.1.1 A minimum of 25% of staff must be working on-site during evening and weekend hours. These requirements are subject to any hours of operation limitations specified in facility leases. Subrecipient may implement employee "flex" schedules to accommodate these hours of operation.

1.17.7.1.2 Subrecipient shall also ensure, when appropriate, that additional flexibility exists for staff to work non-traditional hours, including Saturdays, or evening hours, or travel to non-AJCC locations (e.g., probation camps) in order to accommodate the unique service needs of participants including specialized priority populations and shall make accommodations to be open on alternative hours or days for specialized events or services, including but not limited to, job fairs, recruitments, specialized service delivery, and other similar events on a case-by-case basis with County's prior approval.

1.17.7.2 Subrecipient shall submit for review and approval an annual work/operational schedule for each facility to the County at least fourteen (14) days prior to starting work. Said work/operational schedule shall be set on an annual calendar identifying all the required on-going specific tasks and task frequencies. The schedule shall list the time frames by day of the week, whether morning or afternoon, to indicate when the tasks will be performed, along with the staff members/teams responsible for carrying out the tasks.

1.17.7.2.1 Subrecipient shall submit revised work schedules when actual hours of work differ substantially from planned hours of work. Said revisions shall be submitted to the County for review and approval no less than fourteen (14) working days prior to the revised scheduled time for work.

1.17.7.3 Subrecipient shall publicly display at all Subrecipient office location/sites the days and hours of operation for the provision of sub-awarded services.

- 1.17.8 **Site Design and Equipment:** Areas designated for staff shall be of adequate size to provide required services. This area shall accommodate on-site partners, which, for Comprehensive AJCCs, at a minimum, include WIOA ADW and Youth@Work programs, EDD Wagner-Peyser Job services, Trade Adjustment Assistance, and Veterans programs; group format services, such as meetings, orientations, informational or transition workshops, and other Career services workshops; and staff cubicles and offices. In addition, space shall be made available to WIOA RR Program Subrecipient staff and/or County staff, as directed by County.
- 1.17.8.1 The purchase of all materials/equipment to provide needed services is the sole responsibility of Subrecipient, with the exception of computer and information technology-related equipment, which shall be purchased under the coordination and direction of County. Subrecipient shall use materials and equipment that are safe for the environment and safe for use by employees and volunteers. Subrecipients may use program funds to purchase materials and equipment. Any materials and equipment purchased with program funds shall remain the property of the County.
- 1.17.8.2 Subrecipients must obtain approval from County prior to charging program funds for the following:
- 1.17.8.2.1 Purchase of property with a per-unit single cost totaling \$5,000 or more.
- 1.17.8.2.2 Purchase, rent, licensing, maintenance fees, or subscriptions of information technology applications/software/services with a per-unit single or cumulative cost totaling \$5,000 or more within a twelve (12) month period.
- 1.17.8.2.3 Subrecipient shall adhere to and shall maintain a clear inventory record of all equipment, as directed by County through County Directive.
- 1.17.8.3 Subrecipient shall equip Comprehensive AJCCs and AJCCs with a telephone and TTY line in the Subrecipient's name. Regardless of location, the office shall be open and available to provide services at a minimum eight (8) hours a day, between the hours of 8:00 a.m. to 6:00 p.m. Pacific Standard Time, Monday through Friday, by at least one (1) identified employee who can respond to inquiries and complaints which may be received about Subrecipient's performance of the Subaward and with the authority to act on behalf of Subrecipient to address and resolve any issues that may arise. When office staff are not available to answer calls, an answering service shall be provided to receive calls. Subrecipient shall respond to calls received by the answering service within twenty-four (24) business hours of receipt of the call. As indicated above in Sub-section 1.17.7, Site Hours and Work Schedules, hours of operation that take place outside of the range specified need prior written approval from County. Affiliates may have an alternate schedule of days and hours of operation, as approved by the County.

- 1.17.8.4 Subrecipient shall ensure that AJCCs, and associated affiliates, provide access to personal computers and/or laptops or equivalent computing devices, and other appropriate educational resources in the amounts stated below unless prior written approval by County is obtained. These requirements are as follows:
- 1.17.8.4.1 Provide at least twenty (20) computer stations with internet access. Non-Comprehensive AJCCs and affiliates may have fewer computer stations, as directed by County.
 - 1.17.8.4.2 Computer and Information Technology related equipment shall be purchased under the coordination, direction, and written approval of County.
 - 1.17.8.4.3 Contain at least two (2) enclosed or private offices in which confidential intake and case management discussions can take place. Non-Comprehensive AJCCs and affiliates may have fewer offices, as directed by County.
 - 1.17.8.4.4 Contain at least four (4) classrooms, where training can be provided for thirty (30) or more participants; one of the classrooms must be a computer lab. Non-Comprehensive AJCC and affiliates may have fewer classrooms, as directed by County.
 - 1.17.8.4.5 Subrecipient's computer lab shall consist of the following:
 - 1.17.8.4.5.1 Computer literacy tools;
 - 1.17.8.4.5.2 Online workshops, which are computer-based training that allows participants to receive course instruction without the physical intervention of staff;
 - 1.17.8.4.5.3 On-line basic skills instruction software to improve reading, writing and mathematics computation;
 - 1.17.8.4.5.4 Wi-Fi and other Internet access connectivity;
 - 1.17.8.4.5.5 Access to the State labor exchange system (currently CalJOBS) and other online training platforms as directed by County, or successor system, for labor exchange and job searching, participant tracking, reporting and enrollment and for the use of electronic case notes, Individual Employment Plans, and other applicable tools;
 - 1.17.8.4.5.6 Access to resume software and other workforce program tools; and
 - 1.17.8.4.5.7 Software and other equipment to assist individuals with disabilities for ADA connectivity, such as, but not limited to, Frogpad2, Ivona, Maltron, Mirrorboard, Matias, Zoom Text, Jaws Pro, Magic Cursor, and Dragon Naturally Speaking.

- 1.17.8.4.6 Phones, printers, and space for job bulletin boards.
- 1.17.8.4.7 AJCCs must have a dedicated resource area and staff area devoted to Youth@Work program innovation. At a minimum, the Youth@Work area shall have:
 - 1.17.8.4.7.1 Youth-centric workshops/Strengthening Life Skills (including mandatory personal enrichment training for all youth, not just youth enrolled in work-based learning). Workshops should include various series that focus on personal enrichment and life skills, financial literacy, digital literacy, in addition to traditional career-oriented workshops like resume-building and industry sector career exploration.
 - 1.17.8.4.7.2 Youth-centric one-on-one and group mentorship;
 - 1.17.8.4.7.3 Youth-focused Continuous Quality Improvement Meetings to promote youth voice for continuous quality improvement of type of services and service delivery. These meetings should be majority youth voice, with staff guidance; and
 - 1.17.8.4.7.4 Provision of the WIOA 14 Core Youth Elements with an increased focus on career pathway training including, but not limited to, On-the-Job Training, Internships, Work Experience, Apprenticeship and Pre-Apprenticeship opportunities, and science, technology, engineering, arts, and mathematics (STEAM) oriented activities.

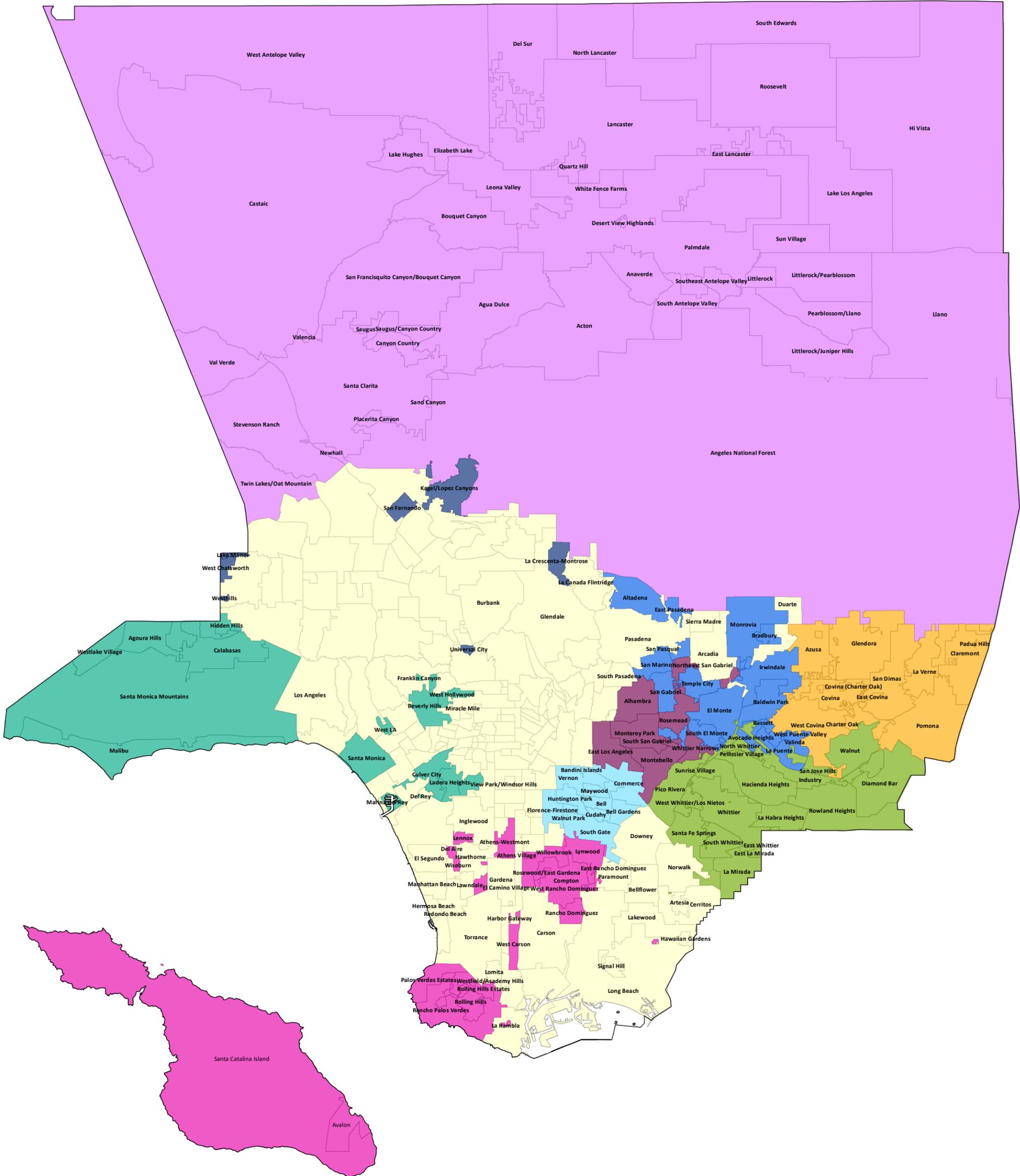
1.18 SUBAWARD ADMINISTRATIVE EXPECTATIONS AND RESPONSIBILITIES

- 1.18.1 **Contract Discrepancy Report:** Subrecipient's Executive Director or Project Manager shall provide verbal and written notification of a Contract discrepancy to the County's Contract Compliance Manager (CCM) as soon as possible, but no later than one (1) workday, whenever a Subaward discrepancy is identified. The problem shall be resolved within a time period mutually agreed upon by County and Subrecipient.
 - 1.18.1.1 The CCM will determine whether a formal Contract Discrepancy Report shall be issued. Upon receipt of this document, Subrecipient is required to respond in writing to the County CCM within five (5) workdays, acknowledging the reported discrepancies or presenting contrary evidence. A plan for correction of all deficiencies identified in the Contract Discrepancy Report shall be submitted to the County CCM within five (5) workdays.
- 1.18.2 **County Observations:** Other County personnel, in addition to County Subaward staff, may observe performance, activities, and review documents relevant to this Subaward at any time during normal business hours.
 - 1.18.2.1 Subrecipient shall ensure their employees and any volunteers are appropriately identified as set forth in Appendix A, Sample Subaward, Sub-paragraph 7.4, Subrecipient's Staff Identification.

- 1.18.3 **Meeting and Training expectations:** Subrecipient is mandated to attend all scheduled meetings and trainings called by County, or as directed by County. Subrecipient shall be given at least three (3) days advance notice of all scheduled meetings with County. Subrecipient may also be required to attend emergency meetings without the above-mentioned advance notice when necessary. Failure to attend all mandated meetings and trainings shall be considered non-compliance with the Subaward and may result in further action pursuant to Appendix A, Sample Subaward, Sub-paragraph 9.17, Probation and Suspension, and any other applicable remedies.
- 1.18.3.1 Subrecipient shall complete a sign-in sheet for face-to-face meetings. A roll call will be taken for meetings attended via virtual means (e.g., Teams or Zoom).
- 1.18.3.2 Subrecipient staff are also required to regularly attend meetings, training, or conferences that offer ways to expand knowledge of and increase efficiency in the services provided. These meetings, trainings, or conferences may be called by County or a partner agency or may be designated by County for Subrecipient participation. Subrecipient may also choose to attend meetings inside or outside of Los Angeles County at Subrecipient's own expense that Subrecipient reasonably deems to be beneficial for the delivery of participant services, as well as other meetings, training, or conferences not designated as mandatory by County.
- 1.18.4 **Green Initiatives:** Subrecipient shall use reasonable efforts to initiate "green" practices for environmental and energy conservation benefits and shall notify County of Subrecipient's new green initiatives prior to the Subaward commencement.
- 1.18.5 **Leveraging Resources:** Subrecipient is highly encouraged to use leveraged resources to support program activities and outcomes. Leveraged resources encompass both the traditional definition of cost sharing (match) plus other resources available to the Subrecipient and used to accomplish Subaward services and outcomes. These resources must be costs that are allowable under 2 CFR Part 200—Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.
- 1.18.5.1 Leveraged resources include cash, as well as a wide range of in-kind benefits from personnel, volunteers, facilities, and materials, including direct participant costs paid from other public and private resources, but do not include partner program infrastructure funding for shared public space at the AJCC. Public resources may include, but are not limited to, co-enrollment in other federal funded programs, private grants, paid internships, supervisor hours, public education instructional services, and donated materials. The following resources may be leveraged and applied:
- 1.18.5.1.1 Federal Pell Grants established under the Title IV of the Higher Education Act of 1965

- 1.18.5.1.2 Public programs authorized by WIOA (e.g. WIOA Youth, Job Corps, Migrant Seasonal Farm Worker, RR, WIOA Title II Adult Education and Literacy, national and state WIOA discretionary grants, etc.)
- 1.18.5.1.3 Trade Adjustment Assistance
- 1.18.5.1.4 United States Department of Labor National Emergency Grants
- 1.18.5.1.5 Match funds from employers, industry, and industry associations (including the employer paid portion of On-the-Job Training)
- 1.18.5.1.6 Match funds from joint labor-management trusts
- 1.18.5.1.7 California Employment Training Panel grants
- 1.18.5.2 Subrecipient shall report all such leveraged resources to County on a monthly basis. County will provide further guidance on reporting leveraged resources through future County directive.
- 1.18.5.3 The County acknowledges that Subrecipients also bring value to operations through non-financial leverage, which may include proprietary tools, unique service delivery experience, relationships with businesses, and other specialized resources. Such resources may be recognized as a form of leverage, upon County review and approval.

Los Angeles County Proposed AJCC Sub-Regions



Legend	
 Other Workforce Development Areas (WDA)	Proposed AJCC Sub-Regions
 Antelope Valley Comprehensive AJCC	 Rancho Dominguez Comprehensive AJCC
 East San Gabriel Valley Comprehensive AJCC	 Rio Hondo Comprehensive AJCC
 ELA/W San Gabriel Valley Comprehensive AJCC	 Southeast Comprehensive AJCC
 Pomona Valley Comprehensive AJCC	 West Los Angeles AJCC
	Other AJCC Sub-Regions
	 Northeast San Fernando Valley Comprehensive AJCC

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Miles
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*Please note that Catalina Island is not to scale.
**Veterans AJCC coverage is countywide.
***Draft document.
Department of Economic Opportunity, Data Management & Analytics Division. 1/25/2023

**Los Angeles County AJCC Subregion
Cities and Unincorporated Areas**

AJCC Sub-Region 1	City	Unincorporated	
Antelope Valley Comprehensive AJCC	Lancaster	Acton	Neenach
	Palmdale	Agua Dulce	Newhall (Portion)
	Palmdale Affiliate	Santa Clarita	Alpine
		Anaverde	Oat Mountain
		Angeles National Forest	Palmdale
		Antelope Acres	Pearblossom
		Big Pines	Placerita Canyon
		Bouquet Canyon	Pyramid Lake
		Canyon Country	Quartz Hill
		Castaic	Redman
		Castaic Junction	Romero Canyon
		Castaic Lake	Roosevelt
		Chiquita Canyon	San Francisquito Canyon
		Crystalaire	Sand Canyon
		Del Sur	Saugus (Portion)
		Desert View Highlands	Soledad Canyon
		East Lancaster	South Antelope Valley
		El Dorado	Southeast Antelope Valley
		Elizabeth Lake	Southern Oaks
		Fairmont	Stevenson Ranch
		Forrest Park	Sulphur Springs
		Gorman	Sun Village
		Green Valley	Texas Canyon
		Hasley Canyon	Three Points
		Hi Vista	Val Verde
		Hungry Valley	Valencia (Portion)
		Juniper Hills	Valyermo
		Lake Hughes	Vasquez Rocks
		Lake Los Angeles	West Antelope Valley
		Lakeview	Westridge
		Lang	White Fence Farms
		Leona Valley	Whitney Canyon
		Littlerock	Wilsona Gardens
	Llano	Woodlands State Park	
	Longview	Wrightwood	
	Mint Canyon		
Total	3	71	

AJCC Sub-Region 2	City	Unincorporated	
ELA/W San Gabriel Valley Comprehensive AJCC	Alhambra	Arcadia	
	Montebello	East Los Angeles	
Alhambra Affiliate	Monterey Park	East San Gabriel	
	Rosemead	Kinneloa Mesa	
		North East San Gabriel	
		West Arcadia (Islands)	
		Whittier Narrows	
Total	4	7	

**Los Angeles County AJCC Service Areas
Cities and Unincorporated Areas**

AJCC Sub-Region 3	City	Unincorporated
East San Gabriel Valley Comprehensive AJCC Baldwin Park Affiliate	Baldwin Park	Altadena
	Bradbury	Avocado Heights/Bassett/North Whittier
	El Monte	Avocado Heights
	Irwindale	Bradbury
	La Puente	East Pasadena
	Monrovia	East Valinda/South San Jose Hills
	San Gabriel	El Monte
	San Marino	Industry Islands
	South El Monte	Mayflower Village
	Temple City	Monrovia
		Monrovia/Arcadia/Duarte
		North El Monte
		Northeast San Gabriel
		Northeast San Gabriel Valley
		Pellissier
		Rowland Heights
		San Pasqual
		South El Monte
		South Monrovia Island
	South San Gabriel	
	Valinda	
	Valinda (census designated)	
	Vincent	
	West Puente Valley	
	West Valinda/West Puente Valley	
Total	10	25

AJCC Sub-Region 4	City	Unincorporated
Pomona Valley Comprehensive AJCC West Covina Affiliate	Azusa	Angeles National Forest
	Claremont	Azusa
	Covina	Charter Oak
	Glendora	Charter Oak Islands
	La Verne	Citrus (Covina Islands)
	Pomona	Citrus
	San Dimas	Claremont
	West Covina	Covina
		Covina/Charter Oaks
		East Covina
		Glendora
		La Verne
		Northeast San Dimas
		Padua Hills
		Pomona
	West Pomona (Islands)	
Total	8	16

**Los Angeles County AJCC Service Areas
Cities and Unincorporated Areas**

AJCC Sub-Region 5	City	Unincorporated	
Rancho Dominguez Comprehensive AJCC	Avalon	Alondra Park	
	Compton	Athens Village	
	Willowbrook Affiliate	Lynwood	Athens-Westmont
		Palos Verdes Estates	Del Aire
		Rancho Palos Verdes	East Gardena
		Rolling Hills	East Rancho Dominguez
		Rolling Hills Estates	El Camino Village
		Harbor Gateway	
	Hawthorne		
	La Rambla		
	Lennox		
	Long Beach		
	Miracle Miles		
	Palos Verdes Peninsula		
	Rancho Dominguez		
	Rosewood		
	San Clemente Island		
	Santa Catalina Island		
	Victoria		
	West Athens		
	West Carson		
	West Rancho Dominguez		
	Westfield		
	Westfield/Academy Hills		
	Westmont		
	Willowbrook		
	Wiseburn		
Total	7	27	

AJCC Sub-Region 6	City	Unincorporated	
Rio Hondo Comprehensive AJCC	Diamond Bar	Cerritos	
	Industry	Cerritos Islands	
	Whittier Affiliate	La Habra Heights	East La Mirada
		La Mirada	East Whittier
		Pico Rivera	Hacienda Heights
		Santa Fe Springs	Lakewood
		Walnut	Los Cerritos Wetlands
		Whittier	North Whittier
		Northeast Whittier (Island)	
	Northwest Whittier		
	Rose Hills		
	Rowland Heights		
	South San Jose Hills		
	South Whittier		
	Sunshine Acres		
	Sunshine Village		
	Walnut		
	West Whittier Los Nietos		
	Whittier		
	Whittier/Sunrise		
Total	8	20	

**Los Angeles County AJCC Service Areas
Cities and Unincorporated Areas**

AJCC Sub-Region 7	City	Unincorporated
Southeast LA Comprehensive AJCC	Bell	Bandini Islands
Slawson Affiliate	Bell Gardens	Florence-Graham
	Commerce	Florence-Firestone
	Cudahy	Walnut Park
	Huntington Park	
	Maywood	
	South Gate	
	Vernon	
Total	8	4

AJCC Sub-Region 8	City	Unincorporated
West Los Angeles AJCC	Agoura Hills	Agoura
	Beverly Hills	Baldwin Hills
	Calabasas	Calabasas Highlands
	Culver City	Cornell
	Hidden Hills	Corral Canyon
	Malibu	Decker/Encinal
	Santa Monica	Del Rey
	West Hollywood	Fernwood
	Westlake Village	Franklin Canyon
		Glenview
		Highlands
		Ladera Heights
		Las Flores
		Las Virgenes/Malibu Canyon
		Latigo Canyon
		Mailbou Bowl
		Malibu Highlands
		Malibu Lake
		Malibu Vista
		Marina del Rey
		Monte Nido/Cold Creek
		Mountain View Estates
		Mulholland Corridor
		Santa Monica Mountains
		Sawtelle VA Center
		Seminole Hot Springs
		Stokes Canyon
		Sunset Mesa
		Sycamore Canyon
		Sylvia Park
		Tick Point
		Topanga
		Triunfo Canyon
		View Park Windsor Hills
		West Los Angeles
Total	9	35

Grand Total	57	205
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Veterans AJCC	City	Unincorporated
Countywide	All cities served by LA County Local Workforce Development Board	All Unincorporated areas served by LA County Local Workforce Development Board
Total	57	205

**Los Angeles County Department of Economic Opportunity
Recommended Staffing Model by Functional Full-Time Equivalents (FTEs)
Comprehensive America's Job Centers of California (AJCC)**

Function	Staff Position	FTE	Annual Mean Salary ₁	Budgeted Amount (adjusted for FTEs)	Budgeted Amount (including 35.4% Fringe Benefits)	Occupation Notes
Career, Training & Youth Services	Management	1.0	\$95,000	\$95,000	\$128,630	See BLS occupation category, Social and Community Service Manager
	Eligibility, Assessment, Intake	2.0	\$48,380	\$96,760	\$131,013	See BLS occupation category, Community and Social Services Assistants
	Instructor	1.0	\$80,000	\$80,000	\$108,320	See BLS occupation category, Training & Development Specialist
	ADW Case Management	3.0	\$70,000	\$210,000	\$284,340	See BLS occupation category, Community and Social Services Specialists, All Other
	Youth@Work Case Management	2.0	\$70,000	\$140,000	\$189,560	See BLS occupation category, Community and Social Services Specialists, All Other
	Training & Apprenticeship Coordinator	1.0	\$70,000	\$70,000	\$94,780	See BLS occupation category, Community and Social Services Specialists, All Other
<i>Subtotal</i>		<i>10.0</i>	<i>\$433,380</i>	<i>\$691,760</i>	<i>\$936,643</i>	
Business Services	Management	1.0	\$95,000	\$95,000	\$128,630	See BLS occupation category, Social and Community Service Manager
	Business Services Representatives	3.0	\$70,000	\$210,000	\$284,340	See BLS occupation category, Community and Social Services Specialists, All Other
<i>Subtotal</i>		<i>4.0</i>	<i>\$165,000</i>	<i>\$305,000</i>	<i>\$412,970</i>	
Sector-Focused	Management	1.0	\$95,000	\$95,000	\$128,630	See BLS occupation category, Community and Social Services Specialists, All Other
	Specialist	1.0	\$75,000	\$75,000	\$101,550	
<i>Subtotal</i>		<i>2.0</i>	<i>\$170,000</i>	<i>\$170,000</i>	<i>\$230,180</i>	
Population-Focused	Specialist	1.0	\$75,000	\$75,000	\$101,550	See BLS occupation category, Community and Social Services Specialists, All Other
<i>Subtotal</i>		<i>1.0</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$101,550</i>	
Center Oversight & Operations	Center Management	1.0	\$132,030	\$132,030	\$178,769	See BLS occupation category, General and Operations Manager; Includes OSO
	Community Engagement	1.0	\$50,270	\$50,270	\$68,066	See BLS occupation category, Community Health Worker
	Accountant	1.0	\$60,000	\$60,000	\$81,240	See BLS occupation category, Community Health Worker
	Administrative Support	1.0	\$60,000	\$60,000	\$81,240	See BLS occupation category, Community Health Worker
	Compliance/Quality Assurance/Performance Management	1.0	\$84,390	\$84,390	\$114,264	See BLS occupation category, Compliance Officer
	Receptionist/Customer Flow	2.0	\$43,950	\$87,900	\$119,017	See BLS occupation category, Office Clerks General
<i>Subtotal</i>		<i>7.0</i>	<i>\$430,640</i>	<i>\$474,590</i>	<i>\$642,595</i>	
Grand total		24.0	\$1,274,020	\$1,716,350	\$2,323,938	

¹From BLS data; Occupational Employment and Wage Statistics, May 2021 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates Los Angeles-Long Beach-Anaheim, CA
https://www.bls.gov/oes/current/oes_31080.htm#43-0000

**Los Angeles County Department of Economic Opportunity
Recommended Staffing Model by Functional Full-Time Equivalents (FTEs)
Non-Comprehensive America's Job Centers of California (AJCC)**

Function	Staff Position	FTE	Annual Mean Salary ₁	Budgeted Amount (adjusted for FTEs)	Budgeted Amount (including 35.4% Fringe Benefits)	Occupation Notes
Career, Training & Youth Services	Case Management	2.0	\$75,000	\$150,000	\$203,100	See BLS occupation category, Community and Social Services Specialists, All Other
<i>Subtotal</i>		<i>2.0</i>	<i>\$75,000</i>	<i>\$150,000</i>	<i>\$203,100</i>	
Business Services	Management	1.0	\$86,830	\$86,830	\$117,568	See BLS occupation category, Social and Community Service Manager
<i>Subtotal</i>		<i>1.0</i>	<i>\$86,830</i>	<i>\$86,830</i>	<i>\$117,568</i>	
Sector-Focused COE	Specialist	1.0	\$86,830	\$86,830	\$117,568	
<i>Subtotal</i>		<i>1.0</i>	<i>\$86,830</i>	<i>\$86,830</i>	<i>\$117,568</i>	
Population-Focused COE	Specialist	1.0	\$86,830	\$86,830	\$117,568	See BLS occupation category, Community and Social Services Specialists, All Other
<i>Subtotal</i>		<i>1.0</i>	<i>\$86,830</i>	<i>\$86,830</i>	<i>\$117,568</i>	
Center Oversight & Operations	Center Management	1.0	\$132,030	\$132,030	\$178,769	See BLS occupation category, General and Operations Manager; Includes OSO
	Receptionist/Customer Flow/Intake	1.0	\$43,950	\$43,950	\$59,508	See BLS occupation category, Office Clerks General
<i>Subtotal</i>		<i>2.0</i>	<i>\$175,980</i>	<i>\$175,980</i>	<i>\$238,277</i>	
Grand total		7.0	\$511,470	\$586,470	\$794,080	

₁From BLS data; Occupational Employment and Wage Statistics, May 2021 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates Los Angeles-Long Beach-Anaheim, CA
https://www.bls.gov/oes/current/oes_31080.htm#43-0000

Los Angeles County Department of Economic Opportunity (DEO)
America's Job Centers of California (AJCC)
WIOA Baseline Accountability Performance Measures

<i>Performance measures are subject to change depending on future efforts to align outcome measures across programs and in reflection of the newly adopted AJCC Modernization Strategies</i>			
DOL/EDD Mandated WIOA Accountability Measures			Target Rate
Placement in 2nd Quarter After Exit	Adult	Placement in employment	69.5%
	Dislocated Worker		73.0%
	Youth	Placement in employment, education, or training	73.0%
Placement in 4th Quarter After Exit	Adult	Placement in employment	68.0%
	Dislocated Worker		72.2%
	Youth	Placement in employment, education, or training	72.0%
Median Earnings	Adult	Median Earnings of those employed in 2 nd quarter	\$7,350
	Dislocated Worker		\$8,978
	Youth		\$4,095
Credential Attainment	Adult	Attainment of a recognized post-secondary credential or a secondary school diploma or its recognized equivalent	70.7%
	Dislocated Worker		75.9%
	Youth		65.4%
Measurable Skills Gain	Adult	Measured progress on training or education outcomes during active program participation	65.4%
	Dislocated Worker		62.0%
	Youth		65.4%
Effectiveness Serving Employers	Adult	Employer Penetration Rate (Market Penetration)	Baseline
	Dislocated Worker	Repeat Business Customers Rate	Baseline
	Youth	Retention Rate with Same Employer	Baseline

Los Angeles County Department of Economic Opportunity (DEO) America's Job Centers of California Local WIOA Baseline Performance Measures											
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Category	WIOA Program	Local Measure	Comp AJCC +2 Aff		Comp AJCC + 1 Aff		Specialized AJCC		Veteran AJCC		
			% of projected total served	Anticipated Minimum Threshold	% of projected total served	Anticipated Minimum Threshold	% of projected total served	Anticipated Minimum Threshold	% of projected total served	Anticipated Minimum Threshold	
Enrollments	Adult	New Enrollments	100%	1076	100%	1021	100%	327	100%	1054	
	Dislocated Worker		100%	322	100%	305	100%	98	100%	N/A	
	Youth		100%	572	100%	538	100%	181	100%	N/A	
	Adult	Target Population Enrollments (Individuals experiencing Homelessness, System-impacted Individuals, Individuals with Disabilities, LGBTQ, English Language Learners, Veterans, Basic Skills Deficient, Public Assistance Recipients (GAIN and GROW/START), and Other Low Income, Black/African American, Asian & Pacific Islander, and Women)	70%	753	70%	715	70%	229	70%	738	
	Dislocated Worker		70%	225	70%	214	70%	69	70%	N/A	
	Youth	Target Population Enrollments (Homeless, Justice-involved, Individuals with Disabilities, LGBTQ, English Language Learners, Black/African American, Asian & Pacific Islander, Foster Youth, and Pregnant/Parenting Youth)	70%	400	70%	377	70%	127	70%	N/A	
	All programs	Carryovers, or participants rolled over from one program year to the next	15% threshold		15% threshold		15% threshold		15% threshold		
All programs	Additional Carryover allowance for GROW Participants	5%		5%		5%		5%			
Training	All Trainings	Total trainings that do not include subsidized wages	100%	208	100%	208	100%	74	100%	225	
	Youth Trainings	Total trainings that include subsidized wages	100%	108	100%	108	100%	38	N/A	N/A	
	ADW Trainings	Training Enrollments in DEO-Designated High Growth Sector or Pathway Training	70%	146	70%	146	70%	52	70%	158	
		Enrolled in Employer-Based Training (OJT, Customized Training, Pre-Apprenticeships and Apprenticeships, IW, and TJ)	50%	104	50%	104	50%	37	50%	113	
		Trainings that are Completed Successfully (all types)	85%	177	85%	177	85%	63	85%	191	
Hires		Adult Program Exitors Hired in Unsubsidized Jobs	69.5%	598	69.5%	568	69.5%	182	69.5%	586	
		DW Program Exitors Hired in Unsubsidized Jobs	73%	188	73%	178	73%	57	N/A	N/A	
		Youth@Work Exitors Hired in Unsubsidized Jobs	73%	334	73%	314	73%	106	N/A	N/A	
		Youth Participants Hired in Subsidized Jobs (Work Based Learning level only)	100%	260	100%	260	100%	98	100%	N/A	
	All programs		Unsubsidized Hires in DEO-Designated High Growth Sector or Pathway	60%	672	60%	636	60%	207	60%	352
			Of the Successfully Completed Training, those that get Hired in a Training-Related Job	65%	115	65%	84	65%	30	65%	91
			Family Sustaining/Living Wage Job (\$21.89 for family of 1, based on MIT Calculator)	35%	392	35%	371	35%	121	35%	205
			Those Employed at Enrollment that Advance to Full-Time Work or that Receive Higher Total Wages within One Year after Exiting the Program	50%		50%		50%		50%	
			Those who are hired that remain employed after six months and also earned a wage increase	60%	672	60%	636	60%	207	60%	352
		Those who are hired that remain employed after six months and also earned a wage increase	50%	560	50%	530	50%	172	50%	293	
		Those enrolled in public assistance and/or low-income that are hired and no longer qualify for public assistance due to income after one year	55%		55%		55%		55%		
Business Services	All programs	Businesses receiving at least one business service are high growth or opportunity sectors	70%	450	70%	450	70%	160	70%	260	
		Businesses receiving at least one business service that are minority and women-owned*	30%	192	30%	192	30%	68	30%	111	
		Businesses receiving at least one business service that are Fair Chance employers*	5%	32	5%	32	5%	11	5%	18	
		Businesses receiving at least one business service that have a primary business address in an unincorporated area	25%	160	25%	160	25%	57	25%	92	
		Businesses receiving at least one business service that are micro and small businesses*	40%	256	40%	256	40%	91	40%	148	
		Total Business Engagements by Quarter	25%	160	25%	160	25%	57	25%	92	
		Employer Conversion Rate: this indicates the number of employers that an AJCC engages with and results in both the creation of a job order and a hire.*	50%	Baseline	50%	Baseline	50%	Baseline	50%	Baseline	
		Businesses Served that Employ our System's Participants after receiving a subsidized wage-based services (TJ, OJT, etc.)	60%	Baseline	60%	Baseline	60%	Baseline	60%	Baseline	
		Businesses hiring enrolled participants at living wage	35%	Baseline	35%	Baseline	35%	Baseline	35%	Baseline	
		Businesses hiring enrolled participants in full-time, permanent jobs	70%	Baseline	70%	baseline	70%	baseline	70%	baseline	
		Businesses served that employ our system's participants in jobs with unsubsidized wages and within high growth sectors	70%	315	70%	315	70%	159	70%	259	

*These metrics will be pending implementation upon the launch of a future CalJOBS module and update to support data tracking. A directive will be implemented upon CalJOBS module launch.

**Los Angeles County Department of Economic Opportunity (DEO)
America's Job Centers of California (AJCC)
Local WIOA Baseline Performance Quality Measures**

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Customer Satisfaction and System Quality Measures					
General Customer Satisfaction	All programs	How likely are you to tell your family and friends that this AJCC will help them get a job or a higher-paying job? (Net Promoter Score)	TBD	Baseline	\$1,000 incentive for high score
		Mystery Shopper Rating (based on response time and interaction experience)	TBD	Baseline	\$1,000 incentive for high score
Business Services Satisfaction		How likely are you to recommend an AJCC to another business based on your experience? Rate your satisfaction with the services provided from 0-10 (0 being not likely to recommend and 10 being highly likely to recommend)	TBD	Baseline	TBD
Referral Response		Response time from referral receipt to customer engagement within 2 business days (ARS, Interest Forms, Email inquiries from public, BOS, or other source)	TBD	95%	\$500 incentive for meeting/exceeding expectation
CalJOBS Data Entry		Data entered in CalJOBS no later than 3 days	TBD	95%	\$500 incentive for meeting/exceeding expectation
Case Manager Assignment		All Cases are assigned to a Case Manager	TBD	100%	\$500 incentive for meeting/exceeding expectation
		Case Distribution Rates	TBD	TBD	\$500 incentive for meeting/exceeding expectation
System Closure Prevention		Cases or activities closed due to no services being entered for at least 90 days	TBD	No more than 5%	\$500 incentive for meeting/exceeding expectation
Data Integrity		Missing data fields (agency codes, actual activity begin and end dates, missing training or subsized employment providers, demographics, and NAICS codes)	TBD	No more than 5%	\$500 incentive for meeting/exceeding expectation
Follow-ups		Post-Program Follow-ups Completion (1 per quarter after exit)	TBD	100%	\$500 incentive for meeting/exceeding expectation