



**COUNTY OF LOS ANGELES
DEPARTMENT OF ECONOMIC OPPORTUNITY**

EXHIBIT A-2

**LOS ANGELES COUNTY
VETERANS AMERICA'S JOB CENTERS OF CALIFORNIA
MODERNIZATION**

STATEMENT OF WORK

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EXHIBIT A-2 LOS ANGELES COUNTY VETERANS AMERICA'S JOB CENTERS OF CALIFORNIA MODERNIZATION 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 support of the Los Angeles County Veterans America's Job Centers of California (AJCC) WIOA Title I Adult Program administered by the County of Los Angeles Department of Economic Opportunity (County) to eligible veterans and their eligible spouses who reside in Los Angeles County and veteran-friendly 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 subsection 1.4 of this SOW, adhering to the AJCC Modernization Strategies in subsection 1.3, including both the North Star Principles as outlined in SOW subsection 1.4 and the Centers of Excellence as outlined in subsection 1.6 of this SOW.

1.2 BACKGROUND

1.2.1 **County of Los Angeles Department of Economic Opportunity:** The County of Los Angeles Department of Economic Opportunity 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 the Department of Economic Opportunity, 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, LACDWB is responsible for carrying out responsibilities centered on workforce system building for the region. The role and duties of the LACDWB includes:

- Convener- Bringing together business, 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 US Department of Labor, 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. The Department of Economic Opportunity (County) is designated by the State of California as the Los Angeles County Local Workforce Development Area, 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 Centers of Excellence
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
- 1.5.2 This SOW is for the Veterans AJCC, as such Subrecipient shall provide services as a Non-Comprehensive AJCC. Subrecipient shall provide services only to veterans and eligible spouses residing in Los Angeles County. Any exceptions need prior written approval by the County. The Veterans AJCC will serve as a dedicated job center that develops, leads, and supports employment and training initiatives, serving Veterans and Eligible Spouses countywide. The Veterans AJCC will work with, collaborate, and support the County's

workforce development system with regard to County's veterans' employment services and strategies. The Veterans AJCC is distinguished in having the unique feature of "Veterans serving Veterans" as employment and other specialists in the AJCC and promote and assist Veterans for a wide range of careers. The Veterans AJCC is to provide access to additional supportive and wrap-around services uniquely tailored to meet the needs of Veterans and Eligible Spouses, which include, but are not limited to, housing, child support, expungement assistance, and mental health services. Subrecipient shall provide services based on guidelines and standards established by County and LACWDB and County Program Memoranda, Bulletins and Directives.

1.5.3 The following are the descriptions of the types of sites operating under this SOW:

1.5.3.1 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, AJCC Subregion Map and Attachment 2, AJCC Subregion Cities and Unincorporated Areas, of this SOW. In the case of the Veterans AJCC, delivery of services shall be countywide.

1.5.4 The Veterans AJCC 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 Centers of Excellence (COEs) in advancement of the County's mission to create quality jobs, help small businesses and high-road employers start and grow, and its vision of an equitable economy with thriving and vibrant local communities, inclusive and sustainable growth, and economic opportunity and mobility for all, using the North Star principles as a directional compass, in the following manner:

1.6.1.1 Subrecipient shall establish COE functions within and as a part of the Veterans AJCC. There shall be two types of COE focuses within the AJCC: Sector-Focused COE and Population-Focused COE. The 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:** Subrecipient's sector-focused COE will target key industries identified by County as growth industries or other promising sectors and/or segments of the regional economy. The Sector-focused COE 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 Subrecipient's COE 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:

1.6.1.1.1.1.1 Aerospace and defense

1.6.1.1.1.1.2 Bio tech and life sciences

1.6.1.1.1.1.3 Construction and infrastructure, with an emphasis on green jobs

1.6.1.1.1.1.4 Creative sector, including film and digital media

1.6.1.1.1.1.5 Healthcare

1.6.1.1.1.1.6 Child care and early education

1.6.1.1.1.1.7 Hospitality and tourism

1.6.1.1.1.1.8 Information technology

1.6.1.1.1.1.9 Trade, transportation, and logistics

1.6.1.1.2 **Population-Focused Centers of Excellence:** Subrecipient's population-focused COE 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 The Veterans AJCC will have a COE for the following priority populations: Veterans.

1.6.1.1.2.2 Subrecipient shall ensure that the AJCC serves and enrolls 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:** Subrecipient shall ensure that each COE supports all Comprehensive AJCC COEs, Non-Comprehensive AJCC COEs, the County-managed COE, 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 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.

1.7 ONE-STOP OPERATOR ROLES AND RESPONSIBILITIES

- 1.7.1 Subrecipient, as the Lead entity/Lead Operator of the Center of Excellence, shall be the required One-Stop Operator responsible for the following:
 - 1.7.1.1 Coordinating the service delivery of required WIOA partners, County mandated partners, and service providers;
 - 1.7.1.2 Ensuring the implementation of partner responsibilities, as further described in subsection 1.9 below, and contributions agreed upon in the WIOA Memorandum of Understanding (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;
 - 1.7.1.3 Coordinating service delivery among physical and virtual sites;
 - 1.7.1.4 Coordinating services across the local workforce development area system;
 - 1.7.1.5 Being the primary provider of services at physical sites;
 - 1.7.1.6 Managing hours of operation at all sites;
 - 1.7.1.7 Managing technological resources such as websites, CalJOBS, 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;
 - 1.7.1.8 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;
 - 1.7.1.9 Manage partner responsibilities as defined in the MOU;
 - 1.7.1.10 Manage WIOA services for individuals;
 - 1.7.1.11 Manage WIOA services for businesses;
 - 1.7.1.12 Ensure provision of basic services such as orientations, information on careers and labor markets, and resource rooms;
 - 1.7.1.13 Submit annual staffing, operational budgets, and any other Subaward required deliverables to County;
 - 1.7.1.14 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;

- 1.7.1.15 Ensuring implementation of LACWDB and County policies;
- 1.7.1.16 Reporting to County on operations, performance accountability, and continuous improvements;
- 1.7.1.17 Complying with the AJCC certification process, as set forth in EDD Directive WSD20-08, AJCC Comprehensive and Affiliate//Specialized Certification; and
- 1.7.1.18 Adhering to all applicable county, federal and state guidance.

1.8 AJCC COMMUNITY AND BUSINESS ENGAGEMENT EFFORTS

- 1.8.1 **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.
 - 1.8.1.1 **Outreach:** Subrecipient shall ensure an emphasis is placed on outreach to ensure populations and businesses in need of services, particularly veterans and eligible spouses from historically marginalized communities, and small businesses, are aware of our programs and have equitable access to services.
 - 1.8.1.1.1 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, AJCC Subregion Map and Attachment 2, AJCC Subregion Cities and Unincorporated Areas, of this SOW. In the case of the Veterans AJCC, outreach is to be conducted countywide.
 - 1.8.1.1.2 Subrecipient shall conduct outreach activities at County-assigned locations, such as County offices like GAIN/GROW, adult schools, community colleges, libraries, or other places assigned by County in addition to locations identified within Subrecipient's Community Engagement Plan.
 - 1.8.1.1.3 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

- 1.8.1.1.4 Subrecipient's COEs 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.
- 1.8.2 **Business Engagement Plan:** Subrecipient shall provide a business engagement plan addressing the following:
- 1.8.2.1 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:
- 1.8.2.1.1 How the Subrecipient will develop an understanding of the local labor market;
- 1.8.2.1.2 How the Subrecipient will develop a comprehensive knowledge of occupations within high-demand sectors, particularly AJCC COE's assigned/chosen priority sector;
- 1.8.2.1.3 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;
- 1.8.2.1.4 Identify key industry stakeholders and resources for subject matter expert insights;
- 1.8.2.1.5 How the Subrecipient will develop a Business Development Portfolio/Toolkit, providing examples if existing;
- 1.8.2.1.6 How the Subrecipient will develop a clear marketing message that's in-line with County's branding; and
- 1.8.2.1.7 Subrecipient's understanding of business tax credits such as Work Opportunity Tax Credit (WOTC), CA Competes Tax Credit, and Fair Chance Hiring Tax Credit.
- 1.8.2.2 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:
- 1.8.2.2.1 What process the Subrecipient will use to connect with businesses and employers to develop new relationships and new pathways;
- 1.8.2.2.2 How the Subrecipient will maintain business relationships and how it understands how to effectively use CalJOBS Customer Relationship Management (CRM);
- 1.8.2.2.3 How the Subrecipient will conduct labor exchange between employers with jobs and job seekers;
- 1.8.2.2.4 What methods, tools, and materials the Subrecipient will use to conduct business engagement; and

- 1.8.2.2.5 How the Subrecipient will involve County's Office of Small Business, Chambers of Commerce, and other stakeholders to expand outreach and expand service offerings to businesses and employers.

1.9 PARTNER ALIGNMENT

- 1.9.1 County has developed the WIOA-required MOU with mandated and additional partners. The MOU outlines collaboration, referrals, and integrated strategies among the partners. 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 1.7, 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:
 - 1.9.1.1 Programs authorized under Title I of WIOA: Adult, Dislocated Worker and Youth, Job Corps, Native American, Migrant and Seasonal Farmworker and YouthBuild;
 - 1.9.1.2 Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq), as amended under Title III of WIOA;
 - 1.9.1.3 Adult education and literacy activities authorized under Title II of WIOA;
 - 1.9.1.4 Programs authorized under Title I of the Rehabilitation Act of 1973;
 - 1.9.1.5 Activities authorized under Title V of the Older Americans Act 1965;
 - 1.9.1.6 Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006;
 - 1.9.1.7 Activities authorized under chapter 2 of Title II of the Trade Act of 1974;
 - 1.9.1.8 Activities authorized under chapter 41 of Title 38, United States Code, Job Counseling, Training and Placement Services for Veterans;
 - 1.9.1.9 Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);
 - 1.9.1.10 Employment and training activities carried out by the United States Department of Housing and Urban Development;
 - 1.9.1.11 Programs authorized under State unemployment compensation laws;

- 1.9.1.12 Programs authorized under Section 212 of the Second Chance Act of 2007; and
- 1.9.1.13 Programs authorized under Part A of Title IV of the Social Security Act (TANF).
- 1.9.1.13.1 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 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.
- 1.9.2 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:
 - 1.9.2.1 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);
 - 1.9.2.2 Employment and training programs carried out by the Small Business Administration;
 - 1.9.2.3 Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o));
 - 1.9.2.4 Programs carried out under section 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732);
 - 1.9.2.5 Programs authorized under the National Community Service Act of 1990 (42 U.S.C. 12501 et seq.);
 - 1.9.2.6 Other appropriate federal, State, or local programs, including employment, education, and training programs provided by public institutions or the private sector; and
 - 1.9.2.7 Beyond WIOA mandated and additional partners, Subrecipient shall collaborate with L.A. County Department of Economic Opportunity and other Los Angeles County departments including, but not limited to, Department of Public Social Services, Probation Department, 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 not limited partnerships with community colleges, and veterans' assistance and transition programs and continuously update Subrecipient's Community Engagement Plan identifying such partnerships.

- 1.9.2.7.1 Subrecipient shall establish partnerships with United States Department of Veterans Affairs in the greater Los Angeles area.
- 1.9.2.7.2 Subrecipient staff shall work closely with the Veterans Affairs Case Managers to recruit Veterans that need additional assistance for job placement and retention.
- 1.9.2.7.3 Subrecipient shall outreach to other community-based organizations that serve veterans, such as the United States Veteran Initiative (U.S. VETS) and other Veteran-based programs, to offer Veterans assistance in employment and training, benefits assistance, counseling assistance.
- 1.9.2.8 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.
- 1.9.2.9 As with partner programs, Subrecipient shall undertake activities in collaboration with County, the LACWDB, and other Centers of Excellence:
 - 1.9.2.9.1 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;
 - 1.9.2.9.2 To improve services and linkages between the local workforce development system (including the local One-Stop delivery system) and employers, including small employers;
 - 1.9.2.9.3 To strengthen linkages between the One-Stop delivery system and unemployment insurance programs.
 - 1.9.2.9.4 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.
- 1.9.2.10 Subrecipient shall maintain local partnerships for the AJCC by recording Resource Sharing Agreements, 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 the One-Stop Operator Roles and Responsibilities.

1.10 HIGH PERFORMANCE STAFF MODEL

- 1.10.1 Subrecipient operating the Veterans AJCC 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 sub-subrecipient that Subrecipient procures to handle administrative functions. It is Subrecipient's obligation to ensure that staff performing administrative functions possess the following attributes and responsibilities:
- 1.10.1.1 For purposes of communicating with County staff, ability to speak, read, write, and understand English fluently is required. When communicating with participants, see Multilingual and Multicultural Capabilities of Subrecipient Staff subsection below.
- 1.10.1.2 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
- 1.10.1.3 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).
- 1.10.2 **AJCC Staff Credentials:** Subrecipient shall require that such staff earn a nationally recognized Certified Workforce Development Professional (CWDP) certification.
- 1.10.2.1.1 Subrecipient shall ensure that all staff providing service to participants or employer participants have earned a CWDP credential within 12 months of subaward execution or within 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.
- 1.10.2.1.2 Subrecipient shall ensure that employees hired after the execution of the subaward have earned a CWDP credential within 12 months of their start date or within 18-months of

their start dates for those lacking requisite past workforce development work history to apply for the credential at their time of hire.

- 1.10.2.1.3 The 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.
- 1.10.2.1.4 County will coordinate the application process with organizations and vendors providing CWDP certification and training. Further instructions will be delineated through County Directive.
- 1.10.2.1.5 County will annually allocate funding within the WIOA Title I Adult program budget to cover the costs of initial staff certification and certification renewals.
- 1.10.3 **Quality Jobs and Living Wages for Veterans 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.
 - 1.10.3.1 Subrecipient 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.
 - 1.10.3.2 Subrecipient shall make every effort to employ veterans or eligible spouses, as defined herein, as staff in any and all positions that provide direct services to participants.
- 1.10.4 **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.
 - 1.10.4.1 Subrecipient must be committed 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 hire qualified staff that are multilingual or bilingual and/or culturally representative in order to better reflect the communities served. Lived experience is preferred and staff should reflect the veteran and eligible spouse demographics of Los Angeles County.
 - 1.10.4.2 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).
 - 1.10.4.3 Subrecipient shall not require any participant to provide his/her own interpreter.

- 1.10.4.4 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].
- 1.10.5 **Veteran AJCC Staff Training:** Subrecipient shall provide training for all new staff and continued in-service training for all staff. Subrecipient is responsible for ensuring its staff, including employees, and volunteers, both existing and new, are properly trained in all areas related to providing services, including cross-training of staff to ensure program and team success and performance.
 - 1.10.5.1 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.
 - 1.10.5.2 Subrecipient's Operations 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.
 - 1.10.5.3 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.

1.11 PROGRAM ELIGIBILITY AND SERVICES

- 1.11.1 **Participant General Eligibility Criteria:** Subrecipient shall ensure that all eligibility requirements are adhered to in accordance with WIOA law and regulations and associated Federal, State, and County policies.
 - 1.11.1.1 **Right to Work in the United States:** 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.

- 1.11.1.2 **Selective Service Registration:** If male, participants must be registered with the U.S. Selective Service. All males who are at least 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 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."
- 1.11.2 **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.
- 1.11.2.1 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.
- 1.11.2.1.1 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.
- 1.11.2.1.2 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.
- 1.11.2.2 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.
- 1.11.2.3 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.

- 1.11.3 **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 Subsection 1.11.1 above.
- 1.11.4 **Veteran and Veteran Spouse Eligibility:**
- 1.11.4.1 A Veteran who is eligible under this program is a person who has served at least one day in the active military, naval, or air service, and who was discharged or released from service under any condition other than a condition classified as dishonorable, as defined in *U.S. Code, Title 38, Section 101*.
- 1.11.4.1.1 The above definition includes Reserve units and National Guard units activated for Federal Service.
- 1.11.4.1.2 Veteran eligibility for the program will be verified through Veterans Certificate of Release or Discharge from Active Duty (DD-214).
- 1.11.4.2 An “Eligible Spouse” means a spouse of any of the following:
- 1.11.4.2.1 A spouse of any Veteran who died of a service-connected disability;
- 1.11.4.2.2 A spouse of any member of the Armed Forces serving on active duty who, at the time of application, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
- 1.11.4.2.3 Missing in action;
- 1.11.4.2.4 Captured in the line of duty by hostile force; or
- 1.11.4.2.5 Forcibly detained or interned in the line of duty by a foreign government or power.
- 1.11.4.2.6 A spouse of any Veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- 1.11.4.2.7 A spouse of any Veteran who died while a disability was in existence.
- 1.11.5 **Priority of Service Requirements:** Subrecipient shall give priority of enrollment and service to veterans and their eligible spouses who are recipients of public assistance, other low income, and those who are basic skills deficient for receipt of Services in alignment with 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)*.
- 1.11.5.1 In accordance with U.S.C 4213, when past income is an eligibility determinant for federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty and certain benefits must be disregarded for the Veteran and for other individuals for whom those amounts would normally be applied in

making an eligibility determination. As such, this applies when income is used as a factor for Priority of Service for low-income individuals with WIOA Title I Adult funds.

- 1.11.5.2 In accordance with *U.S.C 4214*, amounts paid while on active duty or paid by the Department of Veterans Affairs (VA) for vocational rehabilitation, disability payments, or related VA-funded programs shall not be considered income for income-based eligibility determination.
- 1.11.5.3 Subrecipient shall place priority of services to the following Veteran categories, after priority has been provided pursuant to Section 1.11.5 of this SOW, above:
 - 1.11.5.3.1 Recently separated Veterans who need support to enter the civilian workforce for the first time, including Veterans who need assistance in transferring their skills, experience, and credentials to the civilian job market;
 - 1.11.5.3.2 Veterans who have been back in the civilian workforce for some time and may be experiencing unemployment as a result of an economic downturn; and
 - 1.11.5.3.3 Veterans who have had extended periods of unemployment may require additional support due to homelessness, disabilities, or other barriers to employment.
- 1.11.5.4 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 veterans and eligible spouses, including, but not limited to, at-risk populations and under-represented groups from historically marginalized communities, such as justice-involved and communities of color.
- 1.11.5.5 Subrecipient shall ensure it complies with LACWDB priority percentage policy that sets a certain percentage of WIOA Adult 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 veterans and eligible spouses as noted in *WIOA Title I Section 134(c)(3)(E)* and as described in this section.
- 1.11.6 **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).
 - 1.11.6.1 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.

- 1.11.6.2 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.
- 1.11.7 **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 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.
- 1.11.7.1 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.
- 1.11.7.2 Subrecipient shall participate in Sector-focused collaborative efforts with other COEs, businesses, training providers, and other partners to develop and implement high road career pathway programs.
- 1.11.7.3 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.
- 1.11.8 **Seamless Service Delivery:** Subrecipient shall provide services at the Veterans AJCC as directed by County and shall ensure that the WIOA Adult program, and other approved workforce development programs, and attached partner systems operate together seamlessly:
- 1.11.8.1 Subrecipient shall operate the AJCC as a part of the Los Angeles County Workforce Development System and shall not operate as an independent entity.
- 1.11.8.2 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.

- 1.11.8.3 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 Centers of Excellence 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.
- 1.11.8.4 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.
- 1.11.8.5 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.
- 1.11.8.6 Subrecipient shall customize services to meet the needs of individual participants and employer participant, as appropriate and within the confines of WIOA law and regulations.
- 1.11.8.7 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 Center of Excellence 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.
- 1.11.8.8 In supplement to usage of information technology, Subrecipient may also only use paper forms, but shall only use applicable participant forms or electronic platforms as made available through County and/or EDD, those described herein, and any requirements under WIOA to document and certify that eligibility has been determined properly and to establish participant progress in addition to case notes and other substantiating documents.
- 1.11.8.8.1 The 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.
- 1.11.8.9 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.
- 1.11.8.10 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*.
- 1.11.9 **Veterans 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).

- 1.11.9.1 Subrecipient shall collaborate and coordinate all County-funded business services activities, as delineated herein and below in Sections 1.11.10 and 1.11.11, Employer Services and 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.
- 1.11.9.2 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.
- 1.11.9.3 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.
- 1.11.9.4 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.
- 1.11.9.5 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.
- 1.11.9.6 Subrecipient shall support and coordinate business engagement efforts and initiatives with County. To accomplish this, Subrecipient shall do the following:
 - 1.11.9.6.1 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.
 - 1.11.9.6.2 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.
 - 1.11.9.6.3 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.

- 1.11.9.6.4 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.
- 1.11.9.6.5 Participate in local, regional, and system-wide network meetings, trainings, and roundtables organized by County, and as directed by County.
- 1.11.9.7 Subrecipient shall participate with County and its Rapid Response Program Subrecipient staff in Rapid Response 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.
 - 1.11.9.7.1 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.
 - 1.11.9.7.2 Subrecipient's Business Services Manager and/or Business Services Representative shall inform County of potential need for layoff aversion, Incumbent Worker training, or other Rapid Response 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.
- 1.11.9.8 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.
- 1.11.9.9 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 Centers of Excellence.
- 1.11.10 **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:
 - 1.11.10.1 Conduct job placement assistance activities, matching and referring participant to job orders and postings;
 - 1.11.10.2 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;
 - 1.11.10.3 Engage in job identification through job order data systems, employer relationships, job depositories, and other strategies to identify job opportunities for participant;

- 1.11.10.4 Communicate identified job opportunities to all staff and partners within the AJCC;
- 1.11.10.5 Work with employers on active recruitments within the AJCC and employer sites;
- 1.11.10.6 Participate in and coordinate job fairs at the AJCC and other partner or community locations;
- 1.11.10.7 Conduct screening and coaching activities prior to referring candidates to employers to ensure participants are prepared and qualified for job selection process;
- 1.11.10.8 Manage relationships with the hiring managers of employers to promote labor exchange and job identification activities within the AJCC;
- 1.11.10.9 Communicate and coordinate efforts with their County designated Regional Business Services Manager, the appropriate sector-focused Centers of Excellence, and other regional business services efforts. To accomplish this, Subrecipient shall:
 - 1.11.10.9.1 Work with appropriate Centers of Excellence within the County's Workforce Development System to ensure a distinct focus on target sectors;
 - 1.11.10.9.2 Ensure all job orders, employer services, and participant business services are collected and entered in specified data system(s) as directed by County; and
 - 1.11.10.9.3 Respond with appropriate matching and referral services for any job orders Centers of Excellence or other regional business service efforts bring into the AJCC as directed by County.
 - 1.11.10.9.4 Subrecipient shall work closely with the State of California Employment Development Department (EDD) and EDD Veteran Specialists to ensure that eligible Veterans have access to both military and civilian jobs.
 - 1.11.10.9.5 Subrecipient staff shall utilize the CalJOBS, "Veterans Only" Job orders and work with Veterans Employment Coordination Service with the Department of Veterans Affairs (VA), Occupation Translators, and Veteran Preference Points.
- 1.11.11 **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:
 - 1.11.11.1 Customized screening and referral of qualified participant in training services to employers;
 - 1.11.11.2 Customized services to employers, employer associations, or other such organizations on employment-related issues;
 - 1.11.11.3 Customized recruitment events and related services for employers including targeted job fairs;

- 1.11.11.4 Human resource consultation services including, but not limited to, assistance with:
 - 1.11.11.4.1 Writing/reviewing job descriptions and employee handbooks;
 - 1.11.11.4.2 Developing performance evaluation and personnel policies;
 - 1.11.11.4.3 Creating orientation sessions for new workers;
 - 1.11.11.4.4 Honing job interview techniques for efficiency and compliance;
 - 1.11.11.4.5 Analyzing employee turnover;
 - 1.11.11.4.6 Creating job accommodations and using assistive technologies; and
 - 1.11.11.4.7 Explaining labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations.
- 1.11.11.5 Customized labor market information for specific employers, sectors, industries, or clusters; and
- 1.11.11.6 Other similar customized business services as directed and approved by County.
- 1.11.12 **Veterans AJCC Strategic Business services Planning and Workforce Intelligence/Labor Market:** Subrecipient shall have a comprehensive understanding of labor market conditions, economic development activities, skills required by businesses, and regional and local business partnerships, and sector strategies. Accordingly, Center of Excellence Subrecipients shall use, at a minimum, the following sources to assess the local and regional economy and business workforce needs:
 - 1.11.12.1 U.S. Census Bureau information;
 - 1.11.12.2 County of Los Angeles Workforce Development Board 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;
 - 1.11.12.3 Los Angeles Economic Development Corporation (LAEDC) 2022 Economic Forecast and future updated reports;
 - 1.11.12.4 State of California, EDD, Labor Market Information Division information;
 - 1.11.12.5 State of California Labor Market Exchange system (currently CalJOBS system), or successor system;
 - 1.11.12.6 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 Subrecipient; and information communicated by the sector-focused COEs; and

- 1.11.12.7 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.
- 1.11.13 **WIOA Adult Program Career Services:** Subrecipient shall make available all of the following career services through the Veterans AJCC 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.
- 1.11.13.1 WIOA Basic Career Services: Basic Career Services must be made available to all individuals seeking services and shall include:
- 1.11.13.1.1 Determinations of whether the individual is eligible to receive assistance from the WIOA Adult program;
- 1.11.13.1.2 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;
- 1.11.13.1.2.1 Subrecipient shall conduct outreach within all the cities and unincorporated areas in their designated Workforce Subregion, as outlined in Attachment 1, AJCC Subregion Map and Attachment 2 AJCC Subregion Cities and Unincorporated Areas, of this SOW, to inform potential participants of services (in the case of the Veterans AJCC, outreach is to be countywide). 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.
- 1.11.13.1.3 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 12 months, but more than 6 months prior to enrollment may be allowed only by written approval from County;

- 1.11.13.1.4 Job search and placement assistance, and when needed, career counseling, which includes:
 - 1.11.13.1.4.1 Provision of information on in-demand industry sectors and occupations (as defined in *WIOA Title I Section 3(23)*);
 - 1.11.13.1.4.2 Provision of information on nontraditional employment (as defined in *WIOA Title I Section 3(37)*); and
 - 1.11.13.1.4.3 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.
- 1.11.13.1.5 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;
- 1.11.13.1.6 Provision of workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including:
 - 1.11.13.1.6.1 Job vacancy listings in labor market areas;
 - 1.11.13.1.6.2 Information on job skills necessary to obtain the vacant jobs listed; and
 - 1.11.13.1.6.3 Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs.
- 1.11.13.1.7 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.);
- 1.11.13.1.8 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;
- 1.11.13.1.9 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 Section 1.11.13.4 of this SOW.

- 1.11.13.1.10 Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- 1.11.13.1.11 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.
- 1.11.13.2 WIOA 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:
 - 1.11.13.2.1 Comprehensive and specialized assessments of the skill levels and service needs of participants, which may include:
 - 1.11.13.2.1.1 Diagnostic testing and use of other assessment tools; and
 - 1.11.13.2.1.2 In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
 - 1.11.13.2.1.3 Provision of comprehensive and specialized assessments must include the following:
 - 1.11.13.2.1.3.1 The use of reliable assessment instruments and procedures;
 - 1.11.13.2.1.3.2 The use of assessment tools and processes that is appropriate for the target population;
 - 1.11.13.2.1.3.3 Staff that is professionally trained in assessment techniques and in the utilized assessment tools; and
 - 1.11.13.2.1.3.4 Assessment conditions are suitable for all participants.
 - 1.11.13.2.2 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;

- 1.11.13.2.3 Group and/or individual counseling and mentoring;
- 1.11.13.2.4 Career planning;
- 1.11.13.2.5 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;
- 1.11.13.2.6 Internships and work experiences that are linked to careers;
- 1.11.13.2.7 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;
- 1.11.13.2.8 Financial literacy services that help develop the ability of participants to:
 - 1.11.13.2.8.1 Create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals;
 - 1.11.13.2.8.2 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;
 - 1.11.13.2.8.3 Understand, evaluate, and compare financial products, services, and opportunities; and
 - 1.11.13.2.8.4 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;
- 1.11.13.2.9 Out-of-area job search assistance and relocation assistance;
- 1.11.13.2.10 English language acquisition and integrated education and training programs; and
- 1.11.12.2.11 Transitional jobs in accordance with WIOA Title I Section 134(d)(5), and County policy as set forth in: WDP D20-22, WIOA Adult Program Transitional Jobs Policy and Procedures Directive.
- 1.11.13.3 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.

- 1.11.13.3.1 Subrecipient shall provide follow-up services to participants who are placed in unsubsidized employment, for up to 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.
- 1.11.13.3.2 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.
- 1.11.13.4 WIOA 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:
 - 1.11.13.4.1 Linkages to community services;
 - 1.11.13.4.2 Assistance with transportation;
 - 1.11.13.4.3 Assistance with childcare and dependent care;
 - 1.11.13.4.4 Assistance with housing;
 - 1.11.13.4.5 Needs-related payments, as described in *20 CFR Parts 680.930, 680.940, 680.950, 680.960, and 680.970*;
 - 1.11.13.4.6 Assistance with educational testing;
 - 1.11.13.4.7 Reasonable accommodations for individuals with disabilities;
 - 1.11.13.4.8 Legal aid services;
 - 1.11.13.4.9 Referrals to health care;
 - 1.11.13.4.10 Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear;
 - 1.11.13.4.11 Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
 - 1.11.13.4.12 Payments and fees for employment and training-related applications, tests, and certifications.

- 1.11.13.5 Supportive Services Eligibility: Subrecipient shall provide Supportive Services from the WIOA Title I Adult program, 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:
- 1.11.13.5.1 Individuals who are participating in programs with activities authorized under career services or training services herein, and;
- 1.11.13.5.2 Such individuals are unable to obtain such Supportive Services through other programs providing such services.
- 1.11.13.6 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.
- 1.11.13.7 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 Subrecipient shall be used to provide training services to participants who:
- 1.11.13.7.1 After an interview, evaluation, or assessment, and career planning, have been determined by Subrecipient to:
- 1.11.13.7.1.1 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;
- 1.11.13.7.1.2 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;
- 1.11.13.7.1.3 Have the skills and qualifications to successfully participate in the selected program of training services;
- 1.11.13.7.1.4 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 participants are willing to commute or relocate;
- 1.11.13.7.1.5 Are unable to obtain other grant assistance including Federal Pell Grants, or require additional assistance beyond the monies available from other grants;

- 1.11.13.7.1.6 Are determined to be eligible in accordance with the Priority system in effect as described herein.
- 1.11.13.8 WIOA Training Services: Subrecipient shall make training services available in accordance with WIOA Title I Section 134(c)(3) and AB-1270 California Workforce Innovation and Opportunity Act, Chapter 94 requirements, which include the following services:
- 1.11.13.8.1 Occupational skills training, including training for nontraditional employment;
 - 1.11.13.8.2 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:
 - 1.11.13.8.2.1 Provides knowledge of skills essential to the full and adequate performance of the job;
 - 1.11.13.8.2.2 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
 - 1.11.13.8.2.3 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.
 - 1.11.13.8.3 Incumbent worker training in accordance with WIOA Title I Section 134(d)(4), and County policy 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 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 6 months or more as long as the majority of those employees in the cohort do meet the employment history requirement;
 - 1.11.13.8.4 Programs that combine workplace training with related instruction, which may include cooperative education programs;
 - 1.11.13.8.5 Training programs operated by the private sector;
 - 1.11.13.8.6 Skill upgrading and retraining;
 - 1.11.13.8.7 Entrepreneurial training;
 - 1.11.13.8.8 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);

1.11.13.8.9 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:

1.11.13.8.9.1 Read, write, and speak English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent;

1.11.13.8.9.2 Transition to postsecondary education and training; and

1.11.13.8.9.3 Obtain employment.

1.11.13.8.10 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.

1.11.13.9 WIOA Training Services Management:

1.11.13.9.1 *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).

1.11.13.9.2 *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.

1.11.13.9.3 *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.

1.11.13.9.4 *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>.

- 1.11.13.9.4.1 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).
- 1.11.13.9.4.2 Subrecipient training locations shall adhere to the ADA and safety requirements as delineated in this SOW.
- 1.11.13.9.5 *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)*.
- 1.11.13.9.5.1 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.
- 1.11.13.9.6 *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.
- 1.11.13.9.6.1 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.
- 1.11.13.9.7 *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:
- 1.11.13.9.7.1 Consumer choice requirements are met pursuant to this SOW and WIOA Title I Section 134 (c)(3)(F)(i);
- 1.11.13.9.7.2 Such services are On-the-Job Training, customized training, incumbent worker training, or transitional employment;
- 1.11.13.9.7.3 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;

- 1.11.13.9.7.4 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
- 1.11.13.9.7.5 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.
- 1.11.13.9.8 *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.
- 1.11.13.9.9 *Assembly Bill (AB) 1270 California Workforce Innovation and Opportunity Act, Chapter 94 Mandatory Training Expenditure Requirement:* County will separately allocate to Subrecipient from County's WIOA Adult allocation for training funds, which Subrecipient shall use exclusively for training, to meet AB 1270 requirements.
- 1.11.13.9.9.1 Subrecipient shall provide allowable WIOA Training activities, expend its dedicated training allocation, and report training expenditures in accordance with County policy including WIOA D16-08, WIOA Training Leverage Expenditure Reporting Requirements Directive and subsequent County Directive(s).
- 1.11.13.9.9.2 Subrecipient shall only be reimbursed for those activities that meet the definition of training in accordance with County policy 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, Paragraph 8.38 (Record Retention, Inspection and Audit Settlement).
- 1.11.13.10 *Permissible Local Employment and Training Activities:* Subrecipient may use permissible local employment and training activities, as further described below, for participants in accordance with WIOA Title I, Section 134, and the policies approved by the LACWDB and County. Specific permissible activities include:
- 1.11.13.10.1 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.
- 1.11.13.10.2 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.

- 1.11.13.10.3 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.
- 1.11.13.10.4 Employment and training activities provided in coordination with:
 - 1.11.13.10.4.1 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.);
 - 1.11.13.10.4.2 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.);
 - 1.11.13.10.4.3 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
 - 1.11.13.10.4.4 Activities to facilitate remote access to services provided through a One-Stop delivery system, including facilitating access through the use of technology.
- 1.11.13.10.5 Training programs for displaced homemakers and for individuals training for nontraditional occupations, in conjunction with programs operated in the local area.
- 1.11.13.10.6 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:
 - 1.11.13.10.6.1 Developing and implementing industry sector strategies;
 - 1.11.13.10.6.2 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;
 - 1.11.13.10.6.3 Assistance to area employers in managing reductions in force and coordination with Rapid Response 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
 - 1.11.13.10.6.4 Marketing of business services offered under this section to appropriate area employers, including small and mid-sized employers.
- 1.11.13.10.7 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

- 1.11.13.10.8 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.
- 1.11.13.11 *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:
 - 1.11.13.11.1 Work Support Activities for Low-Wage Workers; and
 - 1.11.13.11.2 Incumbent Worker Training Programs as defined and approved by County.

1.12 CONTINUOUS QUALITY ASSURANCE

- 1.12.1 **Quality Assurance Plan:** Continuous quality improvement is a systematic approach to assessing processes and improving them on an ongoing basis. County's AJCCs 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).
 - 1.12.1.1 Subrecipient shall establish and utilize a comprehensive Quality Assurance Plan (QAP) to assure the County an elevated level of service will be provided consistently throughout the term of the Subaward. A copy must be provided to the 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:
 - 1.12.1.1.1 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.
 - 1.12.1.1.2 Methods for ensuring uninterrupted service to the County in the event of a strike by Subrecipient employees or any other potential disruption in Service.
 - 1.12.1.1.3 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.
 - 1.12.1.1.4 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.

- 1.12.1.1.5 Subrecipient shall include qualifications of monitoring staff, samples of monitoring forms and identification of related accountability reporting documents in the QAP.
- 1.12.1.1.6 The QAP shall include a method of monitoring to ensure that Subaward requirements are being met; and
- 1.12.1.1.7 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.
- 1.12.1.2 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.
- 1.12.1.3 Subrecipient shall not utilize any employee or Sub-Subrecipient whose work has been deemed deficient and unacceptable by the CM.
- 1.12.1.4 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.
- 1.12.2 **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.
- 1.12.3 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.

1.13 PERFORMANCE MEASURES AND PERFORMANCE INCENTIVES

- 1.13.1 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 in in-demand occupations with career paths in high growth sectors. Subrecipient acknowledges that for purposes of WIOA 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.
- 1.13.2 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 the United States Department of Labor (DOL), California Employment Development Department (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 SOW Attachment 4, Veterans AJCC Performance Measures and Goals, gauge key program performance indicators, including evaluation of Subrecipient performance in the following:
- 1.13.2.1 DOL Accountability Measures:**
- 1.13.2.1.1 Adult Unsubsidized Employment Rate (2nd Quarter after Exit);
- 1.13.2.1.2 Adult Unsubsidized Employment Rate (4th Quarter after Exit);
- 1.13.2.1.3 Median Earnings (2nd Quarter after Exit);
- 1.13.2.1.4 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 1 year after exit);
- 1.13.2.1.5 In-Program Measurable Skill Gains; and
- 1.13.2.1.6 Indicators of Effectiveness in Serving Employers.
- 1.13.2.2 County Local Performance Measures**
- 1.13.2.2.1 New Enrollments;
- 1.13.2.2.2 Veteran Target Population Enrollments (Homeless, Justice-involved, Individuals with Disabilities, LGBTQ, English Language Learners, Basic Skills Deficient, Public Assistance Recipients (GAIN and GROW/START), and Other Low Income, Black/African American, Asian & Pacific Islander, and Women);

- 1.13.2.2.3 Carryovers, or participants rolled over from one program year to the next;
- 1.13.2.2.4 Additional Carryover allowance for GROW Participants;
- 1.13.2.2.5 Total trainings that do not include subsidized wages;
- 1.13.2.2.6 Training Enrollments in DEO-Designated High Growth Sector or Pathway Training;
- 1.13.2.2.7 Enrolled in Employer-Based Training (OJT, Customized Training, Pre-Apprenticeships and Apprenticeships, IW, and TJ);
- 1.13.2.2.8 Trainings that are Completed Successfully (all types);
- 1.13.2.2.9 Program Exiters Hired in Unsubsidized Jobs;
- 1.13.2.2.10 Unsubsidized Hires in DEO-Designated High Growth Sector or Pathway;
- 1.13.2.2.11 Of the Successfully Completed Training, those that get Hired in a Training-Related Job;
- 1.13.2.2.12 Family Sustaining/Living Wage Job (\$21.89 for family of 1, based on MIT Calculator (<https://livingwage.mit.edu/counties/06037>));
- 1.13.2.2.13 Those Employed at Enrollment that Advance to Full-Time Work or that Receive Higher Total Wages within One Year after Exiting the Program;
- 1.13.2.2.14 Those who are hired that remain employed after six months and also earned a wage increase;
- 1.13.2.2.15 Those who are hired that remain employed after six months and also earned a wage increase;
- 1.13.2.2.16 Those enrolled on public assistance and/or as low-income are hired and no longer qualify in of those priority groups after one year;
- 1.13.2.2.17 Businesses receiving at least one service are high growth or opportunity sectors;
- 1.13.2.2.18 Businesses receiving at least one service are minority and women-owned;
- 1.13.2.2.19 Businesses Served that Second Chance Employers (Fair Chance) with at least 1 Business Service Received;
- 1.13.2.2.20 Businesses receiving at least one service have a primary business address in a LA County unincorporated area;
- 1.13.2.2.21 Businesses receiving at least one service are micro and small businesses;
- 1.13.2.2.22 Total Business Engagements that are Engaged each Quarter;

- 1.13.2.2.23 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;
- 1.13.2.2.24 Businesses Served that Employ our System's Participants after receiving a Transitional Job or On-the-Job Training;
- 1.13.2.2.25 Businesses hiring enrolled participants at living wage;
- 1.13.2.2.26 Businesses hiring enrolled participants in full-time, permanent jobs; and
- 1.13.2.2.27 Businesses Served that Employ our System's Participants in Jobs with Unsubsidized Wages and within High Growth Sectors.

1.13.2.3 **County Local Quality Assurance Measures**

- 1.13.2.3.1 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)
 - 1.13.2.3.2 Mystery Shopper Rating (based on response time and interaction experience)
 - 1.13.2.3.3 Response time from referral receipt to customer engagement within 2 business days (ARS, Interest Forms, Email inquiries from public, BOS, or other source)
 - 1.13.2.3.4 Data entered in CalJOBS no later than 3 days.
 - 1.13.2.3.5 All Cases are assigned to a Case Manager
 - 1.13.2.3.6 Case Distribution Rates
 - 1.13.2.3.7 Cases or activities closed due to no services being entered for at least 90 days.
 - 1.13.2.3.8 Missing data fields (agency codes, actual activity begin and end dates, missing training or subsidized employment providers, demographics, and NAICS codes)
 - 1.13.2.3.9 Post-Program Follow-ups Completion (1 per quarter after exit)
- 1.13.2.4 **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.
- 1.13.2.5 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.

1.13.2.6 Subrecipient performance will be reviewed by County on a quarterly basis at a minimum:

1.13.2.6.1 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.

1.13.2.6.2 At 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 18 months or Subaward will not be renewed after the initial 24-month term.

1.13.2.6.3 At 15 months from award of Subaward, if Subrecipient is not satisfactorily progressing, technical assistance will continue, and an additional CAP shall be required.

1.13.2.6.4 At 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.

1.13.2.6.5 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).

1.13.2.6.6 Any such report as referenced above shall include improvement/corrective action measures taken by County and Subrecipient.

1.13.3.6.6.1 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.

1.13.3.6.7 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.

1.14 COMMUNICATIONS AND BRANDING

1.14.1 Subrecipient shall ensure it is representing County's workforce development system in a manner consistent with its North Star Principles, Mission, and Vision:

- 1.14.1.1 The Subrecipient shall inform County when participating in or hosting events, such as job fairs, which in doing so, represent the County's workforce development system, 5 business days prior to the scheduled date of the event.
- 1.14.1.2 When acting in the capacity of, or on behalf of the AJCC, Subrecipient shall refrain from engaging with elected officials, including the County Board of Supervisors (BOS) or BOS' representatives and staff, without first notifying and gaining approval of engagement from County.
- 1.14.1.3 Subrecipient shall follow County's communications protocols, as outlined in future County directive.
- 1.14.1.4 Subrecipient shall adhere to the current and, if applicable, subsequent name for the County workforce development system of providing employment and training through the Workforce Innovation and Opportunity Act (WIOA) partnerships and various other local programs as "America's Job Centers 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.
- 1.14.1.5 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.
- 1.14.1.6 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.
- 1.14.1.7 Subrecipient shall use only the full name assigned by County inclusive of the Veterans 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".
- 1.14.1.8 Subrecipient shall communicate and coordinate local outreach, branding, and promotional strategies and shall support County led and supported outreach initiatives.
- 1.14.1.9 Subrecipient shall use County's Branding package, upon receipt of subaward and will adhere to further Branding instructions as provided through WDP D20-14, Los Angeles County America's Job Centers of California Style Guide Directive, or subsequent directive.

1.15 USAGE OF CALJOBS, DATA ENTRY, AND DATA PROTECTION REQUIREMENTS

- 1.15.1 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.

- 1.15.2 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:
 - 1.15.2.1 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.
 - 1.15.2.2 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.
 - 1.15.2.3 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).
 - 1.15.2.4 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.
 - 1.15.2.5 Subrecipient shall adhere to data entry time limits covering the WIOA application and enrollment process as established by EDD and/or future County Directive.

1.16 FACILITIES, RESOURCES, MATERIALS AND EQUIPMENT

- 1.16.1 County will take the lead in identifying sites and entering into leases to the extent feasible. County may, under certain circumstances, consider Subrecipient/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 the Veterans 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 Non-Comprehensive AJCC, and is 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 Veterans AJCC.

- 1.16.1.1 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.
- 1.16.2 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 Subrecipient.
- 1.16.3 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.
- 1.16.4 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.
- 1.16.5 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.
- 1.16.6 **Site Accessibility and Safety:** Subrecipient shall ensure that the Veterans AJCC is accessible by public transportation, and meet the full requirements set forth by the Americans with Disabilities Act of 1990 (ADA), 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).
- 1.16.6.1 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).
- 1.16.6.2 In addition to ADA compliance, Subrecipient's AJCC, or any site that has co-located State Employment Development Department (EDD) staff, are subject to full compliance with seismic safety requirements as set forth in WIOA (Public Law 113-128); Americans With Disabilities Act (ADA) (Public Law 101-336 and 110-325); Title 20 Code of Federal Regulations (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.

- 1.16.6.3 All site locations must be in full compliance with all federal, state, and local fire and life safety, building, and zoning codes.
- 1.16.6.4 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.
- 1.16.6.5 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.
- 1.16.7 **Site Hours and Work Schedules:** Subrecipient shall ensure that the Veterans AJCC maintains standard hours of operation, which shall be in conjunction with County's operational hours, days, and holidays, as directed by County. The Veterans AJCC is to be conveniently accessible to the community, as such Subrecipient staff work schedules shall follow a 5 day, 40 hours per week (5/40) pattern, which may include work hours scheduled during evenings and on weekends.
 - 1.16.7.1 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. and twice per month weekend hours (half-day or 4 hours).
 - 1.16.7.1.1 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.
 - 1.16.7.1.2 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 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.
 - 1.16.7.2 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.

- 1.16.7.2.1 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.
- 1.16.7.3 Subrecipient shall publicly display at all Subrecipient office location/sites the days and hours of operation for the provision of sub-awarded services.
- 1.16.8 **Site Design and Equipment:** Areas designated for staff shall be of adequate size to provide required services. This area shall accommodate on-site partners; 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 Rapid Response Program Subrecipient staff and/or County staff, as directed by County.
- 1.16.8.1 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.
- 1.16.8.2 Subrecipients must obtain approval from County prior to charging program funds for the following:
- 1.16.8.2.1 Purchase of property with a per-unit single cost totaling \$5,000 or more.
- 1.16.8.2.2 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.
- 1.16.8.2.3 Subrecipient shall adhere to and shall maintain a clear inventory record of all equipment, as directed by County through County Directive.
- 1.16.8.3 Subrecipient shall equip the Veterans AJCC with a telephone and TTY line in Subrecipient's name, which can be a landline, mobile, or Voice over Internet Protocol (VoIP). Regardless of location, the office shall be open and available to provide services at a minimum 8 hours a day, between the hours of 8:00 a.m. to 6:00 p.m., 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 in Section 1.16.7 above, hours of operation that take place outside of the range specified need prior written approval from County.

- 1.16.8.4 Subrecipient shall ensure that the Veterans AJCC provides 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:
 - 1.16.8.4.1 Provide at least twenty (20) computer stations with internet access. Veterans AJCC may have fewer computer stations, as directed by County.
 - 1.16.8.4.2 Computer and Information Technology related equipment shall be purchased under the coordination, direction, and written approval of County.
 - 1.16.8.4.3 Contain at least two (2) enclosed or private offices in which confidential intake and case management discussions can take place. Veterans AJCC may have fewer offices, as directed by County.
 - 1.16.8.4.4 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. Veterans AJCC may have fewer classrooms, as directed by County.
 - 1.16.8.4.5 Subrecipient's computer lab shall consist of the following:
 - 1.16.8.4.5.1 Computer literacy tools;
 - 1.16.8.4.5.2 Online workshops, which are computer-based training that allows participants to receive course instruction without the physical intervention of staff;
 - 1.16.8.4.5.3 On-line basic skills instruction software to improve reading, writing and mathematics computation;
 - 1.16.8.4.5.4 Wi-Fi and other Internet access connectivity;
 - 1.16.8.4.5.5 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;
 - 1.16.8.4.5.6 Access to resume software and other workforce program tools; and
 - 1.16.8.4.5.7 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.
 - 1.16.8.4.6 Phones (which can be landlines, mobile or VoIP), printers, and space for job bulletin boards.

1.17 SUBAWARD ADMINISTRATIVE EXPECTATIONS AND RESPONSIBILITIES

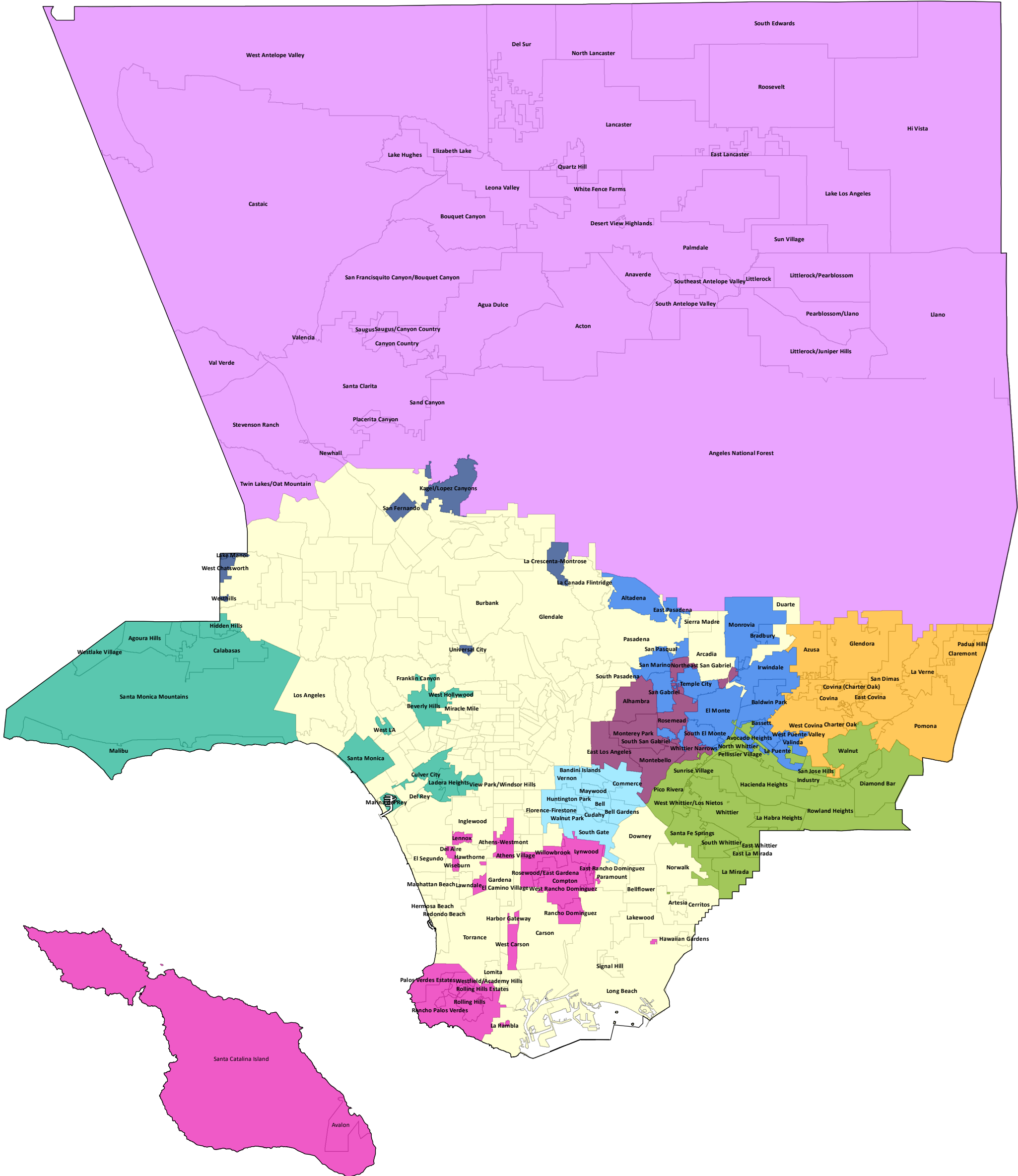
- 1.17.1 **Contract Discrepancy Report:** Subrecipient's Executive Director or Project Manager shall provide verbal and written notification of a Contract discrepancy to the County's Contract Compliance Manager (CCM) as soon as possible, but no later than one (1) workday,

whenever a Subaward discrepancy is identified. The problem shall be resolved within a time period mutually agreed upon by County and Subrecipient.

- 1.17.1.1 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 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 CCM within five (5) workdays.
- 1.17.2 **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.
 - 1.17.2.1 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).
- 1.17.3 **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 9.13 (Probation and Suspension), and any other applicable remedies.
 - 1.17.3.1 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).
 - 1.17.3.2 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.
- 1.17.4 **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.
- 1.17.5 **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 Subrecipient and used to accomplish subaward services and outcomes. These resources must be cost allowable under 2 CFR PART 200—Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

- 1.17.5.1 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:
 - 1.17.5.1.1 Federal Pell Grants established under the Title IV of the Higher Education Act of 1965
 - 1.17.5.1.2 Public programs authorized by WIOA (e.g. WIOA Youth, Job Corps, Migrant Seasonal Farm Worker, Rapid Response, WIOA Title II Adult Education and Literacy, national and state WIOA discretionary grants, etc.)
 - 1.17.5.1.3 Trade Adjustment Assistance
 - 1.17.5.1.4 United States Department of Labor National Emergency Grants
 - 1.17.5.1.5 Match funds from employers, industry, and industry associations (including the employer paid portion of On-the-Job Training)
 - 1.17.5.1.6 Match funds from joint labor-management trusts
 - 1.17.5.1.7 California Employment Training Panel grants
- 1.17.5.2 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.
- 1.17.5.3 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.
- 1.17.6 For a listing of Definitions, refer to Appendix A, Sample Subaward, Exhibit B, Definitions.

Los Angeles County Proposed AJCC Sub-Regions



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

*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

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**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	North Lancaster
		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 Willowbrook Affiliate	Avalon	Alondra Park
	Compton	Athens Village
	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 Whittier Affiliate	Diamond Bar	Cerritos
	Industry	Cerritos Islands
	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 Slawson Affiliate	Bell	Bandini Islands
	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

**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 Services	ADW Case Management	1.0	\$75,000	\$75,000	\$101,550	See BLS occupation category, Community and Social Services Specialists, All Other
	Training & Apprenticeship Coordinator	1.0	\$75,000	\$75,000	\$101,550	See BLS occupation category, Community and Social Services Specialists, All Other
<i>Subtotal</i>		<i>2.0</i>	<i>\$150,000</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
	Business Services	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>\$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	\$586,470	\$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)
Veterans America's Job Centers of California (AJCC)
Accountability Performance Measures**

DOL/EDD Mandated WIOA Accountability Measures			Target Rate
Placement in 2nd Quarter After Exit	Adult	Placement in employment	69.5%
Placement in 4th Quarter After Exit	Adult	Placement in employment	68.0%
Median Earnings	Adult	Median Earnings of those employed in 2 nd quarter	\$7,350
Credential Attainment	Adult	Attainment of a recognized post-secondary credential or a secondary school diploma or its recognized	70.7%
Measurable Skills Gain	Adult	Measured progress on training or education outcomes during active program participation	65.4%
Effectiveness Serving Employers	Adult	Employer Penetration Rate (Market Penetration)	Baseline
		Repeat Business Customers Rate	Baseline
		Retention Rate with Same Employer	Baseline