



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

EXHIBIT A-3

**WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
RAPID RESPONSE PROGRAM**

STATEMENT OF WORK

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EXHIBIT A-3: WIOA RAPID RESPONSE PROGRAM 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 Workforce Innovation and Opportunity Act (WIOA) Rapid Response (RR) Program (Program), administered by the County of Los Angeles (County) Department of Economic Opportunity (DEO) to employers conducting business in Los Angeles County (Employers), and eligible adults over the age of eighteen (18) who reside in Los Angeles County (Affected Workers) as codified by Public Law 113-128 under the WIOA Program requirements, and Title 20 Code of Federal Regulations (20 CFR). Subrecipient shall operate the WIOA RR Program Countywide, but through a Comprehensive America's Job Center of California (AJCC).

1.2 BACKGROUND

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

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

- **Convener-** Bringing together businesses, labor, education, and economic development to focus on community workforce issues;
- **Broker** - Bringing 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 U.S. Department of Labor (DOL), is

a network of federal, State, and local government-funded agencies and programs that provide services to workers, job seekers, and employers to support economic expansion and develop the talent of our nation's workforce. DEO is designated by the state of California as the Los Angeles County LWDA, covering fifty-eight (58) cities and all unincorporated areas.

1.3 LOS ANGELES COUNTY AJCC MODERNIZATION STRATEGIES

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

1. Empower and Include Community-Based Organizations (CBOs)
2. Grow Place-Based and Virtual Service Delivery
3. Establish Population and Industry-Focused 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 intends to have a workforce development system wherein services, approaches, and strategies shall reflect and address five (5) overarching "North Star Principles" which characterize the County's overarching values for each of the AJCC Modernization Strategies and as part of its the broader workforce development system. These principles shall shape the content and quality of Subrecipients' services and outcomes described in this SOW. Comprehensive AJCCs operating the WIOA RR Program shall advance the AJCC Modernization Strategies described above in Section 1.3, and the North Star Principles through WIOA RR services and activities. 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 L.A. 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 L.A. 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. L.A. 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 HIGH PERFORMANCE STAFF MODEL

- 1.5.1 Subrecipient(s) operating WIOA RR Program 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 the Subrecipient or may be a vendor or Lower-Tier Subrecipient that Subrecipient procures to handle administrative functions. It is the Subrecipient's obligation to ensure that staff performing administrative functions possess the following attributes and responsibilities:
 - 1.5.1.1 For purposes of communicating with County staff, ability to speak, read, write, and understand English fluently is required. When communicating with Participants, see Sub-section 1.5.4, Multilingual and Multicultural Capabilities of Subrecipient Staff below.
 - 1.5.1.2 Staff that handle Subaward management functions shall have demonstrable experience managing local, state, and federally funded grants, Subawards, and 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 (OMB),

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

- 1.5.1.3 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: OMB regulations, Generally Accepted Accounting Principles (GAAP), applicable 2 CFR Part 200 sections, and Generally Accepted Government Auditing Standards (GAGAS).
- 1.5.2 **WIOA Rapid Response Staff Credentials:** To create a strong base of knowledge among participant-facing direct services WIOA RR staff, Subrecipient shall require that such staff earn a nationally recognized Certified Workforce Development Professional (CWDP) certification. The CWDP credential is based on five (5) competency areas: customer service methodology; diversity in workforce development; labor market information and intelligence; principles of communication; and workforce development structure, policies, and programs. The CWDP designation is valid for three (3) years from the date of award, and certification holders must apply for re-certification prior to the date of expiration.
- 1.5.2.1 Subrecipient shall ensure that all staff providing services to Participants or Employer Participants have earned a CWDP credential within twelve (12) months of Subaward execution or within eighteen (18) months of Subaward execution for staff lacking requisite past workforce development work history to apply for the credential at the time of Subaward execution.
- 1.5.2.2 Subrecipient shall ensure that employees hired after the execution of the Subaward have earned a CWDP credential within twelve (12) months of their start date or within eighteen (18) months of their start dates for those lacking requisite past workforce development work history to apply for the credential at their time of hire.
- 1.5.2.3 Subrecipient shall record and track staff CWDP credentialing dates and annually inform the County program representative prior to start of each program year of renewals that are required.
- 1.5.2.4 County will coordinate the application process with organizations and vendors providing CWDP certification and training. Further instructions will be delineated through County Directive.
- 1.5.2.5 County will annually allocate funding within WIOA RR budget to cover the costs of initial staff certification and certification renewals.
- 1.5.2.6 Subrecipient shall adhere to applicable professional core competency training requirements for all staff as defined by Federal, State or County regulations and any County Directive(s).

- 1.5.3 Quality Jobs and Living Wages for WIOA Rapid Response 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.
- 1.5.3.1 WIOA RR Program shall be administered under the umbrella of a Comprehensive AJCC, as such, Subrecipient shall refer to Attachment 3, Los Angeles County Comprehensive AJCC Staffing Model, of this SOW, for a full description of the Project Manager's role and responsibilities. The WIOA RR Project Manager will be the same individual as the Comprehensive AJCC Project Manager. Subrecipient shall assign, at a minimum, the number of employees, listed below in subsection 1.5.3.2.1, with the appropriate education, licensure, and experience to perform the specific work requirements as described below in Section 1.6, of this SOW, and is capable of establishing effective communication with Affected Workers, Employers, partners, and County. Subrecipient shall always have a staff member that speaks and understands English with the authority to act on behalf of Subrecipient in every detail and is available during work hours. Subrecipient shall operate continuously throughout the entire term of this Subaward with at least the minimum number of staff set forth herein, as well as any other applicable staffing requirements for Subrecipient necessary to provide Services herein. Such personnel shall meet all qualifications in the Subaward, as well as those provided by County through Subaward Amendments, Administrative Directives and Program Policy Memorandums. Subrecipient acknowledges required staffing levels may increase should levels in funding increase, as directed by County.
- 1.5.3.2 Subrecipient shall have the following WIOA RR Program staff that meet the minimum requirements and qualifications for the Program, including the ability to speak/read/write/understand English fluently, and as further defined below. All staff salaries shall be based on competitive, professional industry standards as set forth in 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 .
- 1.5.3.2.1 Subrecipient shall provide a minimum of two (2) full-time, fully dedicated staff as RR Coordinators to cover all of the Los Angeles County area. The RR Coordinators shall demonstrate a minimum of one (1) year's experience within the last 3 years in providing RR or equivalent similar services, such as business services.
- 1.5.3.2.2 Each RR Coordinator shall be located in the Comprehensive AJCC or at another location at the direction of County. Subrecipient shall provide each RR Coordinator with an assigned telephone number so that they may be accessible to accommodate all work hour shifts, including day, evening, and night shifts, in order to be responsive to an Employer's needs and to the Affected Workers' work schedules.
- 1.5.3.2.3 RR Coordinators shall report to a supervisor, which shall be the same individual as the Comprehensive AJCC Business Services Manager, further described in Attachment 3, Los Angeles County Comprehensive AJCC Staffing Model, of this SOW. RR Coordinators will receive additional direction from the Business Services Manager or designee.
- 1.5.3.2.4 Subrecipient may utilize Youth@Work or WIOA Transitional Jobs Participants in accordance with Youth@Work requirements or WIOA Transitional Jobs requirements, as further defined in Exhibit A-1, Los Angeles County America's Job Centers of California Modernization: WIOA Title I Adult, Dislocated Worker, and Youth@Work Programs SOW,

to provide Participants with relevant work experience and provide further support to staff in functions that are not sensitive to operations. Non-sensitive functions may include, but are not limited to: greeting participants, assisting in workshops, preparing workshop materials, and setting up for workshops. These Participants are subject to the same requirements as staff or volunteers.

- 1.5.3.2.5 Volunteers may be recruited, trained, and used by Subrecipient to expand the provision of Services. Volunteers must be appropriately qualified for the responsibilities Subrecipient intends to assign them prior to beginning those responsibilities. Volunteers shall be solely the responsibility of Subrecipient and shall report to the Project Manager or another employee of Subrecipient as designated by the Project Manager. If possible, Subrecipient shall work in coordination with organizations that have experience in providing training and placement. Subrecipient shall ensure that all volunteers undergo and pass a background check and that records are retained.
- 1.5.3.2.6 RR Coordinators shall work with Comprehensive AJCC and AJCC WIOA RR liaisons, or alternate liaisons, as needed and as directed by County.
- 1.5.3.2.7 Subrecipient shall issue all related WIOA RR forms, as specified below in Sub-section 1.6.5, Rapid Response Forms, to its staff. It is the responsibility of Subrecipient to disseminate information to all personnel working on this Subaward, including all revisions, additions, or deletions to WIOA RR Program tasks at the request of County.
- 1.5.4 **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 of Affected Workers.
 - 1.5.4.1 Subrecipient shall be committed to and sensitive to the delivery of services that are culturally and linguistically appropriate to further equitable access to services and positive, successful attainment of participants' goals. To that end, Subrecipient must seek to hire qualified staff that are multilingual or bilingual and/or culturally representative in order to better reflect the communities served. Lived experience is preferred. Staff should reflect the demographics of the associated AJCC's sub-region.
 - 1.5.4.2 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).
 - 1.5.4.3 Subrecipient shall not require any participant to provide his/her own interpreter.

1.5.4.4 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].

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

1.5.5.1 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.

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

1.5.5.3 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.

1.6 SPECIFIC WIOA RAPID RESPONSE PROGRAM WORK REQUIREMENTS

1.6.1 Subrecipient shall provide Countywide Services ("Services"), as specified herein and based on guidelines and standards established by the LACWDB and County Program Memoranda and Directives, as well as applicable Federal and State law, regulations and policies including, but not limited to, informational bulletins, directives, and site visit reports. WIOA RR Services are provided to directly assist Employers and Affected Workers in order to mitigate the impact on the local economy resulting from mass layoffs, business closures, and natural or other disasters. RR Services must be provided when one or more of the following circumstances occur:

1.6.1.1 Announcement or notification of a permanent closure of a facility, store, enterprise, or plant, regardless of the number of workers affected;

1.6.1.2 Announcement or notification of a mass layoff as defined in 20 CFR Part 682.305;

- 1.6.1.3 A mass job dislocation resulting from a disaster, natural or other disaster event as defined by State or County; and
- 1.6.1.4 The filing of a Trade Adjustment Assistance (TAA) petition.
- 1.6.2 As further described herein, Subrecipient shall provide Services, working in coordination with Comprehensive AJCC Business Services staff and County's Business Services team, to Affected Workers and to Employers through comprehensive business engagement, including the following:
 - 1.6.2.1 Assist Affected Workers to quickly return to productive positions in the labor force;
 - 1.6.2.2 Assist Employers to explore alternatives to layoffs through human resource solutions and through the transition process;
 - 1.6.2.3 Reduce the economic and social burdens that unemployment presents to Employers, workers, and the community;
 - 1.6.2.4 Assess the potential for averting layoffs by providing timely and pertinent information so that Employers will be able to anticipate and profit from economic development opportunities;
 - 1.6.2.5 Identify/develop prospective strategies to avert and/or mitigate the impact of potential downsizing, restructuring and/or imminent plant closures;
 - 1.6.2.6 Forge intentional partnerships with organized labor. Approaches promoted by organized labor are effective in encouraging workers to participate in RR Services, providing additional resources, training, and inter-union job opportunities, and local unions have additional ties to CBOs, whose resources could be effectively mobilized to assist in initial and subsequent service delivery to Affected Workers.
- 1.6.3 Subrecipient shall be the designated entity to receive assigned Worker Adjustment Retraining Notification (WARN)/Non-WARN notices in the Local Workforce Development Area (LWDA) by County via email from RapidResponse@opportunity.lacounty.gov. WARN and Non-WARN are further defined in Appendix A, Sample Subaward, Exhibit B, Definitions.
 - 1.6.3.1 Subrecipient must respond to a WARN **within twenty-four (24) hours** of being notified by County.
 - 1.6.3.2 When the Affected Workers are organized under a union, Subrecipient shall take County's lead in closely coordinating with appropriate union representatives and consult with the California Labor Federation. The date, time, and location of pre-layoff informational meetings must be carefully coordinated so that the union may promote the meeting to its members and that the meetings are informed by union experts.
- 1.6.4 Subrecipient must provide RR Services directly to the affected Employers and Affected Workers as described in the required and allowable activities below:

- 1.6.4.1 **RAPID RESPONSE REQUIRED ACTIVITIES:** pursuant to WIOA Title I, Sections 133(a)(2) and 134(a)(2)(A); 20 CFR Parts 682.300, 682.310, 682.320 and 682.330 and/or subsequent final CFR, Subrecipient shall provide the following RR required activities:
- 1.6.4.1.1 Immediate and on-site contact with an Employer, representatives of Affected Workers and the local community, which may include an assessment of and plans to address the:
 - 1.6.4.1.1.1 Layoff plans and schedule of an Employer;
 - 1.6.4.1.1.2 Potential for averting layoffs in consultation with State or local economic development agencies, including private sector economic development entities;
 - 1.6.4.1.1.3 Background and probable assistance needs of Affected Workers;
 - 1.6.4.1.1.4 Reemployment prospects for Affected Workers in the local community; and
 - 1.6.4.1.1.5 Available resources to meet the short and long-term assistance needs of Affected Workers.
 - 1.6.4.1.2 The provision of information and access to unemployment compensation benefits and programs, such as Short-Time Compensation, comprehensive one-stop delivery system services, and employment and training activities, including information on the TAA program (19 U.S.C. 2271 et seq.), Pell Grants, the GI Bill, and other resources;
 - 1.6.4.1.3 The delivery of other necessary services and resources including workshops and classes, use of worker transition centers, and job fairs, to support reemployment efforts for Affected Workers including, but not limited to, access to employment listings, and job banks; offering customized training sessions for new or incumbent Affected Workers; access to Comprehensive AJCC resources including computer, internet, fax, copier and telephone access; workshops or seminars on critical employment themes, resume writing, job search strategies and interviewing techniques; and personalized career counseling and planning;
 - 1.6.4.1.4 Partnership with the Local Workforce Development Board(s)] and chief elected official (the head of local government, in this case County of Los Angeles Board of Supervisors board chief), to ensure a coordinated response to the dislocation event and, as needed, obtain access to State or local economic development assistance. Such coordinated response may include the development of an application for a National Dislocated Worker Grant as provided under Part 687 of Title 20 CFR;
 - 1.6.4.1.5 The provision of emergency workforce development-related assistance adapted to the particular layoff or disaster;
 - 1.6.4.1.6 As appropriate, developing systems and processes for:

- 1.6.4.1.6.1 Identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion;
- 1.6.4.1.6.2 Analyzing, and acting upon, data and information on dislocations and other economic activity in the State, region, or local area; and
- 1.6.4.1.6.3 Tracking outcome and performance data and information related to the activities of the WIOA RR Program.
- 1.6.4.1.7 Developing and maintaining partnerships with other appropriate Federal, State, and local agencies and officials, employer associations, technical councils, other industry business councils, labor organizations, and other public and private organizations, as applicable, in order to:
 - 1.6.4.1.7.1 Conduct strategic planning activities to develop strategies for addressing dislocation events and ensuring timely access to a broad range of necessary assistance; and
 - 1.6.4.1.7.2 Develop mechanisms for gathering and exchanging information and data relating to potential dislocations, resources available, and the customization of layoff aversion or RR activities, to ensure the ability to provide RR Services as early as possible.
- 1.6.4.1.8 Delivery of Services to worker groups for which a petition for TAA has been filed;
- 1.6.4.1.9 The provision of additional assistance to local areas that experience disasters, mass layoffs, or other dislocation events when such events exceed the capacity of the local area to respond with existing resources as provided under WIOA sec. 134(a)(2)(A)(i)(II) and as described in 20 CFR Part 682.210 and detailed below in Sub-section 1.6.4.2, Rapid Response Allowable Activities, of this SOW;
- 1.6.4.1.10 Provision of guidance and financial assistance as appropriate, to establish a labor-management committee if voluntarily agreed to by the employee's bargaining representative and management. If a committee is established, it shall devise and oversee an implementation strategy that responds to the reemployment needs of the workers
Subrecipient's assistance to this committee will include:
 - 1.6.4.1.10.1 The provision of training and technical assistance to members of the committee; and
 - 1.6.4.1.10.2 Funding the operating costs of a committee to enable it to provide advice and assistance in carrying out RR activities and in the design and delivery of WIOA-authorized services to Affected Workers.
- 1.6.4.1.11 Layoff Aversion activities such as:
 - 1.6.4.1.11.1 Pre-feasibility studies of avoiding a plant closure through an option for a company or group, including the workers, to purchase the plant or company and continue it in operation;

- 1.6.4.1.11.2 Incumbent worker training, including employer loan programs for employee skill upgrading;
- 1.6.4.1.11.3 On-going engagement, partnership, and relationship building activities with businesses and Labor Unions; and
- 1.6.4.1.11.4 Linkages with economic development activities at the federal, State and local levels, including U.S. Department of Commerce programs and available State and local business retention and recruitment activities.
- 1.6.4.1.12 Coordination of workforce needs of employers with the Comprehensive AJCC Business Services staff, per Exhibit A-1, Los Angeles County America's Job Centers of California Modernization: WIOA Title I Adult, Dislocated Worker, and Youth@Work Programs SOW, and with the County Business Services team, at the direction of County.
- 1.6.4.2 **RAPID RESPONSE ALLOWABLE ACTIVITIES:** Pursuant to WIOA Title I, Sections 133 (a)(2) and 134 (a)(2)(A); 20 CFR, WIOA Final Rule, Subpart C – Rapid Response Activities, Part 682.340 and/or subsequent final CFR, Subrecipient may provide the following allowable Activities:
 - 1.6.4.2.1 In order to conduct layoff aversion activities, or to prepare for and respond to dislocation events, in addition to the activities required under Sub-section 1.6.4.1, Rapid Response Required Activities, of this SOW, Subrecipient may devise RR strategies or conduct activities that are intended to minimize the negative impacts of dislocation on workers, businesses, and communities and ensure rapid reemployment for workers affected by layoffs.
 - 1.6.4.2.2 If directed by the State or County under emergency circumstances, RR Subrecipient shall provide guidance and/or financial assistance to establish community transition teams to assist the impacted community in organizing support for Affected Workers and in meeting the basic needs of their families, including heat, shelter, food, clothing and other necessities and services that are beyond the resources and ability of the one-stop delivery system to provide.
 - 1.6.4.2.3 Participate in capacity building activities, including providing information about innovative and successful strategies for serving Affected Workers, with local areas serving smaller layoffs.
 - 1.6.4.2.4 If Subrecipient becomes aware of a non-WARN dislocation (under seventy (75) employees over a sixty-day (60) period), Subrecipient shall advise County RR Coordinator within twenty-four (24) hours and the same procedures will be followed as stated above in Sub-sections 1.6.3.1 and 1.6.3.2, of this SOW.
 - 1.6.4.2.5 Subrecipient shall coordinate with the local California EDD RR Coordinator (as directed by County RR Coordinator) to provide RR Orientations (on-site, group activities) to impacted workers and assess transferable skills. Accepted activities at orientations and assessments include, but are not limited to, informing Affected Workers of the following:

- 1.6.4.2.5.1 Unemployment Insurance Benefits;
 - 1.6.4.2.5.2 Job Services;
 - 1.6.4.2.5.3 TAA;
 - 1.6.4.2.5.4 Consolidated Omnibus Budget Reconciliation Act (COBRA);
 - 1.6.4.2.5.5 Los Angeles Economic Development Commission (LAEDC);
 - 1.6.4.2.5.6 Covered California; and
 - 1.6.4.2.5.7 Keep Your Home California
- 1.6.4.2.6 In addition, Subrecipient shall offer the following:
- 1.6.4.2.6.1 Referral to financial counseling/planning resources;
 - 1.6.4.2.6.2 Access to various training opportunities and training programs that will help successfully transition the impacted worker to other in demand jobs and industries that are on the rise; and
 - 1.6.4.2.6.3 Exploration of customized training opportunities through Workforce Program Services and other available resources through the State and/or other funding organizations that can be leveraged to benefit the impacted employer.
 - 1.6.4.2.7 Subrecipient shall provide affected Employers and Affected Workers with appropriate and relevant materials to accompany the activities and services being provided.
 - 1.6.4.2.8 Subrecipient will be responsible for purchasing LACWDB-approved, RR-related materials.
 - 1.6.4.2.9 Subrecipient and its personnel, including both employees and any volunteers, are required to follow all federal, State, and local laws that apply to the provision of RR Services under this Subaward.
 - 1.6.4.2.10 Subrecipient must comply with all WIOA regulations, and applicable State and County Directives.
 - 1.6.4.2.11 Subrecipient shall prominently post DOL, Occupational Safety & Health Administration (poster 3165), informing personnel of their rights and responsibilities. For additional and up-to date information, Subrecipient shall contact DOL, OSHA at (800) 321-OSHA (6742) or at: www.osha.gov.
- 1.6.5 **RAPID RESPONSE FORMS:** The forms that are applicable to this Program will be provided to Subrecipient by County's RR Coordinator. Subrecipient shall maintain Employer files by Employer name that contain all completed required documentation specified below:

- 1.6.5.1 **Rapid Response Sign-In Sheet:** Subrecipient must have all Affected Workers present at the RR Orientation and fill out the Sign-In Sheet with their personal information. Subrecipient must include Employer name, date, and time on the heading of the Sign-In Sheet.
- 1.6.5.2 **Rapid Response Survey:** Subrecipient shall also distribute a “Rapid Response Survey” to Affected Workers early in the orientation and assist Affected Workers in selecting their choice of Comprehensive AJCC or AJCC. Subrecipient shall verify that Participant's Employer's name is written on each survey.
- 1.6.5.3 **Rapid Response Required Activities On-Site Visit Form (WIOA 121):** Subrecipient must file a WIOA 121 with County for any Employer site visit to meet with Employer to assist Affected Workers in obtaining reemployment because of a permanent Employer closure or layoff.
- 1.6.5.3.1 Reportable on-site visits include WARN and Non-WARN events. If multiple sessions are conducted on the same day, at a single location, and for a single Employer, WIOA 121 must be completed with consolidated information for that specific date, location, and Employer. Subrecipient shall complete separate WIOA 121s for each on-site visit occurring on different days, at different locations, or at different Employers. Job fairs should not be recorded under these requirements, unless they are conducted as part of the on-site response to a significant dislocation. Subrecipient acknowledges the WIOA 121 data will be used to determine future allocations.
- 1.6.5.3.2 Subrecipient shall complete the WIOA 121 at the end of each RR and TAA orientation, planning meeting, workshop, or contact made with the Employer. All on-site visits must be reported and submitted electronically within seven (7) workdays to the following County e-mail address: RapidResponse@opportunity.lacounty.gov.
- 1.6.5.4 **Rapid Response Layoff Aversion Form (WIOA 122) or Successor Form(s):** Subrecipient shall file a WIOA 122 with County for any business contact to conduct business outreach activities and/or layoff aversion activities during any stage of the business cycle. Activities reported in this form are those relating to business visits when an activity or resource is introduced, planned, or involves follow-up or wrap-up of a prior activity. Subrecipient shall consider and document how layoff aversion activities will result in a positive outcome before allocating resources. For completion of the layoff aversion activity, documentation from the business receiving Layoff Aversion Services shall be submitted for validation of outcomes and shall be retained by Subrecipient.
- 1.6.5.4.1 Subrecipient shall complete WIOA 122 at the end of the initial planning meeting, and upon reaching a final resolution, to include the number of jobs saved. All activities must be reported and submitted electronically within seven (7) workdays to the following County e-mail address: RapidResponse@opportunity.lacounty.gov.
- 1.6.5.4.2 Subrecipient shall use all other applicable WIOA, or RR materials and forms as approved or directed by County.
- 1.6.6 Subrecipient shall plan accordingly for the entire Fiscal Year based on the allocation provided and projected Employers filing WARN and Non-WARNs, based on the number of WARN and Non-WARN incidents in previous years. Subrecipient's planned RR activities must consider:

- 1.6.6.1 WARN takes priority over a non-WARN and
- 1.6.6.2 Provision of additional small business assistance when applicable, including coordinating services with County's Office of Small Business.
- 1.6.7 Subrecipient shall provide Employer with appropriate referrals and assistance, i.e., Layoff Aversion, EDD, TAA, and referrals to other workforce partners. In regard to Layoff Aversion:
 - 1.6.7.1 **Lay-Off Aversions Strategies:** Based on Employer need, Subrecipient shall coordinate with the Employer and relevant agencies to assess layoff aversion potentials and devise layoff aversion strategies as needed. This may include:
 - 1.6.7.1.1 Referrals to other workforce partners, and community and government services, such as Small Business Development Centers and LAEDC, and financial planning entities;
 - 1.6.7.1.2 Developing a written action plan which includes, at a minimum, strategies to be used, timelines and responsible parties; and
 - 1.6.7.1.3 Follow-up with the Employer to ensure that the plan is being implemented.
 - 1.6.8 **Prohibited Rapid Response Activities:** Pursuant to 20 CFR Part 682.330 and EDD Directive WSD 16-04, Rapid Response and Layoff Aversion Activities, Subrecipient shall not engage in any of the prohibited activities listed below:
 - 1.6.8.1 Complete Unemployment Insurance applications; or
 - 1.6.8.2 Have a job fair or information expo not related to a dislocation event.

1.7 CONTINUOUS QUALITY ASSURANCE

- 1.7.1 **Quality Assurance Plan:** Continuous quality improvement is a systematic approach to assessing processes and improving them on an ongoing basis. County's RR providers 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.
 - 1.7.1.1 Subrecipient shall establish and utilize a comprehensive Quality Assurance Plan (QAP) to assure County a high level of service will be provided consistently throughout the term of the Subaward. A copy must be provided to County's Contract Manager (CM) on the Subaward start date and as changes occur. The original QAP and any revisions thereto, shall include, but not be limited to, the following:
 - 1.7.1.1.1 Methods used to ensure that the quality of service performed fully meets the performance requirements set forth in this SOW. 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 twenty-four (24) hours of discovery.

- 1.7.1.1.2 Methods for ensuring uninterrupted Service to County in the event of a strike by Subrecipient employees or any other potential disruption in Service.
- 1.7.1.1.3 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.
- 1.7.1.1.4 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.
- 1.7.1.1.5 Subrecipient shall include qualifications of monitoring staff, samples of monitoring forms, and identification of related accountability reporting documents in the QAP.
- 1.7.1.1.6 The QAP shall include a method of monitoring to ensure that Subaward requirements are being met; and
- 1.7.1.1.7 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.
- 1.7.1.2 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.
- 1.7.1.3 Subrecipient shall not utilize any employee or Lower-Tier Subrecipient whose work has been deemed deficient and unacceptable by the CM.
- 1.7.1.4 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.
- 1.7.2 **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.

- 1.7.3 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.

1.8 PERFORMANCE MEASURES AND STANDARDS/GOALS

- 1.8.1 County has adopted the following measures to ensure efficiency for the RR Subrecipient. RR Performance Measures are as follows:

- 1.8.1.1 WARN Response Rate;

- 1.8.1.2 Execution of a Minimum of One Orientation for each WARN;

- 1.8.1.3 AJCC-Generated Non-WARNs through Business Outreach; and

- 1.8.1.4 AJCC-Generated Layoff Aversion Activities

- 1.8.2 Subrecipient shall be held to, and are expected to meet or exceed, the Performance Measures which are consistent with the Federal WIOA RR regulations as delineated in Attachment 4, Performance Measures and Goals, of this SOW. Failure to comply with the minimum requirements/performance measures will result in disciplinary action, which includes, but is not limited to, warnings, suspension, and recommendation to reallocate funding as ordered by County.

- 1.8.3 Subrecipient must be able to measure performance and outcomes by obtaining, tracking, measuring, and reporting the performance data of the core indicators. 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 must be prepared to comply with once the additional measures are promulgated.

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

- 1.8.4.1 At 3/6/9-month review from award of Subaward, if Subrecipient is not satisfactorily progressing, technical assistance will be provided, and a Corrective Action Plan (CAP) requested.

- 1.8.4.2 At twelve (12) months from award of Subaward, if annual performance goals are not met, Subrecipient will be placed on probation in accordance with Sub-section 1.7.1, Quality Assurance Plan, of this SOW, and advised that performance standards/satisfactory progress must be made at the end of eighteen (18) months or Subaward will not be renewed after the initial twenty-four (24) month term.

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

- 1.8.4.4 At eighteen (18) months from award of Subaward, if Subrecipient performance is not satisfactory, County may formally notify the Subrecipient that the Subaward may not be renewed at the end of initial twenty-four (24) month term.

- 1.8.4.5 Subrecipient acknowledges that any Subrecipient deficiencies that County determines are severe or continuing, which may place the performance of this Subaward and any addendums 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.
- 1.8.4.6 Any such report as referenced in Sub-section 1.8.4.5 above will include improvement/corrective action measures taken by the County and the Subrecipient.
- 1.8.4.7 Notwithstanding the performance requirements and corrective steps described herein, if improvement does not occur consistently with the corrective action measures, County may terminate this Subaward with the Subrecipient, and/or any amendments in whole or in part, or take other action as specified in the Subaward.
- 1.8.4.8 Subrecipient acknowledges that satisfactory performance under this Subaward during its initial twenty-four (24) month term does not automatically guarantee any renewal or extended performance and that any such decision to offer a renewal or extension lies solely with County.
- 1.8.5 Subrecipient acknowledges that Performance Measures may change on a year-to-year basis per the direction of County.

1.9 COMMUNICATIONS AND BRANDING

- 1.9.1 Subrecipient shall ensure it is representing County's workforce development system in a manner consistent with its North Star Principles, mission, and vision:
 - 1.9.1.1 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, five (5) business days prior to the scheduled date of the event.
 - 1.9.1.2 When acting in the capacity of, or on behalf of the AJCC or as it relates to the WIOA RR Program, 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.
 - 1.9.1.3 Subrecipient shall follow County's communications protocols, as outlined in future County Directive.
 - 1.9.1.4 Subrecipient shall adhere to the current and, if applicable, subsequent name for the County workforce development system of providing employment and training through WIOA partnerships and various other local programs as "America's Job Center of CaliforniaSM" (service marks are regulated by the law of "Unfair Competition." At the federal level, service mark infringement is governed by the "Lanham Trademark Act of 1946 (15 U.S.C.A. § 1051 et. seq.). At the State level, service mark infringement is governed by analogous "Intellectual Property" statutes that have been enacted in many jurisdictions.
 - 1.9.1.5 Subrecipient shall agree to place the AJCC 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.

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

1.10 FACILITIES, RESOURCES, MATERIALS AND EQUIPMENT

- 1.10.1 **Facilities:** Subrecipient shall maintain an office at the Comprehensive AJCC site procured for in this solicitation, and as directed by County. Subrecipient shall adhere to all other sites/facilities and resources provisions as set forth in Exhibit A-1, Los Angeles County America's Job Centers of California Modernization: WIOA Title I Adult, Dislocated Worker, and Youth@Work Programs SOW, Section 1.17, Facilities, Resources, Materials and Equipment.
 - 1.10.1.1 Subrecipient shall operate under the auspices of the Comprehensive AJCC and shall be held to the provisions as stated in Exhibit A-1, Los Angeles County America's Job Centers of California Modernization: WIOA Title I Adult, Dislocated Worker, and Youth@Work Programs SOW, Section 1.17.7, Site Hours and Work Schedules.
 - 1.10.1.2 Notwithstanding Section 1.10.1.1, RR Coordinators shall be on call, as needed in order to be responsive to an Employer's needs and to the Affected Workers' work schedules.
- 1.10.2 **Materials and Equipment:** 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 WIOA funds to purchase materials and equipment. Any materials and equipment purchased with WIOA funds shall remain the property of the County.
 - 1.10.2.1 Subrecipients must obtain approval from County prior to charging WIOA funds for the following:
 - 1.10.2.1.1 Purchase of property with a per-unit single cost totaling \$5,000 or more;

1.10.2.1.2 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; and

1.10.2.1.3 Subrecipient shall adhere to and shall maintain a clear inventory record of all equipment as directed by County through County Directive.

1.11 SUBAWARD ADMINISTRATIVE EXPECTATIONS AND RESPONSIBILITIES

1.11.1 **Contract Discrepancy Report:** Subrecipient's Executive Director or Project Manager shall provide verbal and written notification of a Subaward 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.

1.11.1.1 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.

1.11.2 **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.

1.11.2.1 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.

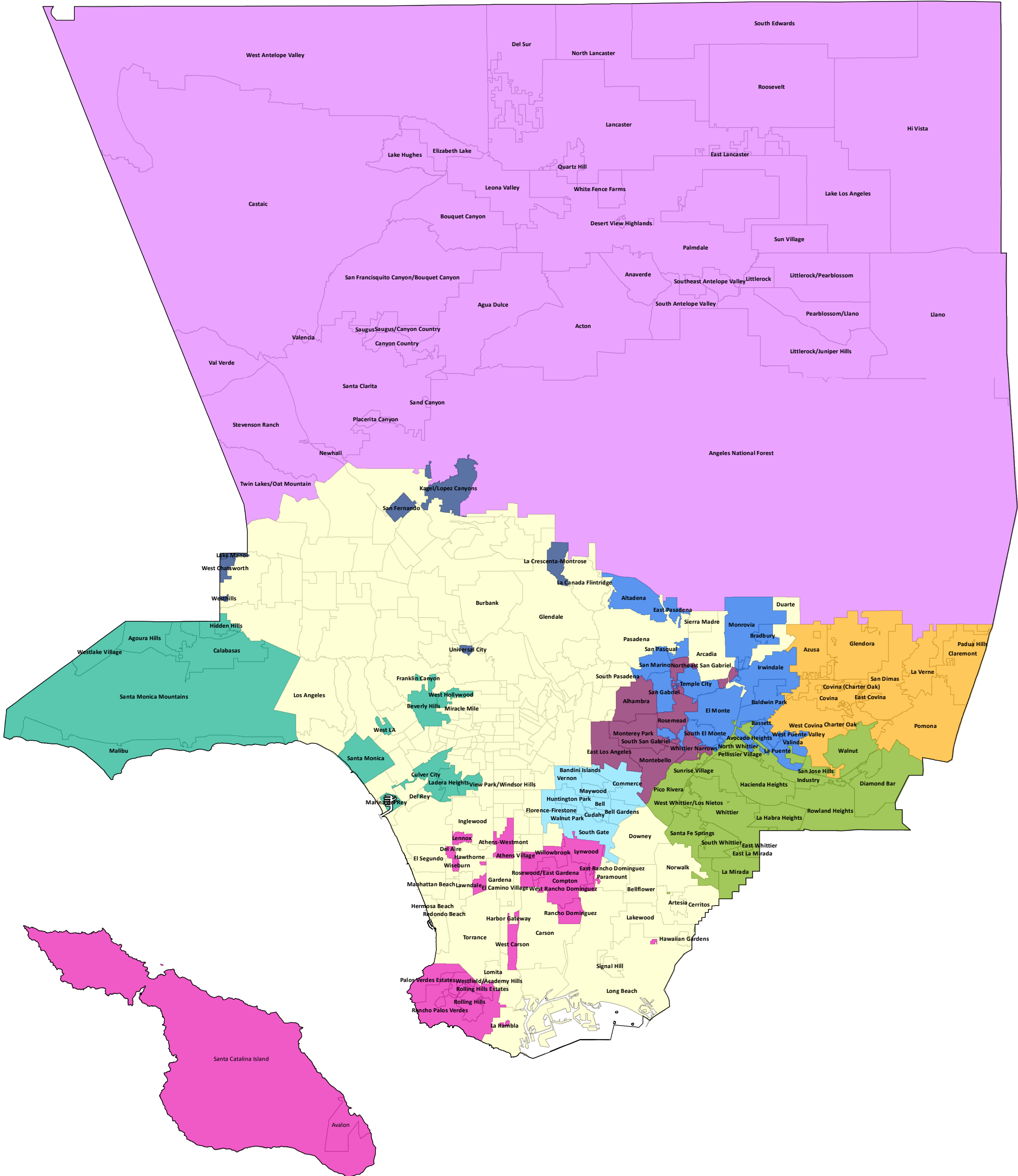
1.11.3 **Meeting and Training expectations:** Subrecipient is mandated to attend all scheduled meetings and training called by County, or as directed by County. Subrecipient shall be given at least three (3) days advance notice of all scheduled meetings with County. Subrecipient may also be required to attend emergency meetings without the above-mentioned advance notice when necessary. Failure to attend all mandated meetings and trainings shall be considered non-compliance with the Subaward and may result in further action pursuant to Appendix A, Sample Subaward, Sub-paragraph 9.17, Probation and Suspension, and any other applicable remedies.

1.11.3.1 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).

1.11.3.2 Subrecipient staff is 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.

- 1.11.4 **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.
- 1.11.5 **Leveraging Resources:** Subrecipient is highly encouraged to use leveraged resources to support Program activities and outcomes. Leveraged resources encompass both the traditional definition of cost sharing (match) plus other resources available to the Subrecipient and used to accomplish Subaward Services and outcomes. These resources must be cost allowable under 2 CFR PART 200—Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.
- 1.11.5.1 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:
- 1.11.5.1.1 Federal Pell Grants established under the Title IV of the Higher Education Act of 1965
 - 1.11.5.1.2 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.)
 - 1.11.5.1.3 TAA
 - 1.11.5.1.4 DOL National Emergency Grants
 - 1.11.5.1.5 Match funds from employers, industry, and industry associations (including the employer paid portion of On-the-Job Training)
 - 1.11.5.1.6 Match funds from joint labor-management trusts
 - 1.11.5.1.7 California Employment Training Panel grants
- 1.11.5.2 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.
- 1.11.5.3 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.
- 1.11.6 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	

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Miles
0 2 4 8 12 16

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

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

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

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

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

AJCC Sub-Region 3	City	Unincorporated
East San Gabriel Valley Comprehensive AJCC	Baldwin Park	Altadena
Baldwin Park Affiliate	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	Azusa	Angeles National Forest
West Covina Affiliate	Claremont	Azusa
	Covina	Charter Oak
	Glendora	Charter Oak Islands
	La Verne	Citrus (Covina Islands)
	Pomona	Citrus
	San Dimas	Claremont
	West Covina	Covina
		Covina/Charter Oaks
		East Covina
		Glendora
		La Verne
		Northeast San Dimas
		Padua Hills
		Pomona
		West Pomona (Islands)
Total	8	16

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

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

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

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

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

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

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

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

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

From 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 AMERICA'S JOB CENTER OF CALIFORNIA
 COMPREHENSIVE AMERICA'S JOB CENTER OF CALIFORNIA
 RAPID RESPONSE PROGRAM
 PERFORMANCE MEASURES AND GOALS**

RAPID RESPONSE ANNUAL PERFORMANCE MEASURES		% or TOTAL
1	WARN Response Rate	100%
2	Execute a Minimum of One Orientation for each WARN	75%
3	AJCC-Generated Non-WARNs through Business Outreach (5 Non-WARNs per Month)	60
4	AJCC-Generated Layoff Aversion Activities (3 per Month)	36