



**COUNTY OF LOS ANGELES
WORKFORCE DEVELOPMENT, AGING AND
COMMUNITY SERVICES**

APPENDIX A

**COUNTY OF LOS ANGELES
FILM AND DIGITAL MEDIA CAREER PATHWAY PILOT
PROGRAM**

STATEMENT OF WORK

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STATEMENT OF WORK (SOW)

1.0 SCOPE OF WORK

County of Los Angeles (COUNTY) Workforce Development, Aging and Community Services (WDACS) seeks a Contractor to assist County in the establishment and implementation of the Film and Digital Media (F&DM) Career Pathway Pilot Program (Pilot or Program). The Pilot is a multi-level structured career pathway program aimed at helping underrepresented, diverse youths ages 18-25, including those connected to the justice system, experiencing homelessness, foster youth, and those identifying as LGBTQI+, obtain career pathway exposure, workforce training services, work experience through paid internships, and employment in the F&DM sector of the creative economy. The Contractor will leverage its expertise to provide WDACS assistance on the Pilot implementation and skillfully manage appropriate subcontractors and/or partners as may be necessary to assist WDACS develop and implement a fully integrated and cohesive Pilot.

2.0 ADDITION AND/OR DELETION OF FACILITIES, SPECIFIC TASKS AND/OR WORK HOURS

2.1 MODIFICATIONS

- 2.1.1 Contractor is prohibited from modifying or terminating Services, forms, procedures, protocols, or revising hours of service delivery without the written consent of County. Contractor shall request permission for such modifications or termination at least thirty (30) days in advance and obtain written consent of County, and shall comply with Appendix C, Sample Subaward, Subparagraph 9.9 (Modifications), Amendments, as applicable and with this Section.
- 2.1.2 Contractor shall inform County in writing and receive written County approval at least sixty (60) days prior to a relocation of Contractor's location(s).
- 2.1.3 Services or work hours shall not be modified or terminated throughout the entire Contract term. Should an emergency need arise, County must be notified immediately as described in Appendix C, Sample Subaward, Subparagraph 9.23 (Unusual Occurrences and Crime),

and the request for Services or work hour modifications will be reviewed by County on a case by-case basis.

3.0 QUALITY CONTROL

3.1 QUALITY CONTROL PLAN

3.1.1 Contractor shall establish and utilize a comprehensive Quality Control Plan (Plan) to assure County a high level of service will be provided consistently throughout the term of the Contract. The Plan shall be submitted to the County's Contract Manager for review. The Plan shall include, but may not be limited to, the following:

3.1.1.1 Method of monitoring to ensure that Subaward requirements are being met; and

3.1.1.2 A record of all inspections conducted by Contractor, 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.

3.2 INTERNAL PROTOCOLS

3.2.1 Contractor shall establish internal protocols and processes to validate and confirm usage of Services for which Contractor staff has deemed Participants eligible and authorized to be rendered.

3.2.2 Contractor shall establish and maintain procedures and recordkeeping for all referrals.

4.0 QUALITY ASSURANCE PLAN

4.1 County shall evaluate Contractor's performance under the Contract and this Statement of Work thereto, using the quality assurance procedures as defined in Appendix C, Sample Subaward, Subparagraph 8.15 (County's Quality Assurance Plan).

4.2 ESTABLISHMENT AND MAINTENANCE OF QUALITY ASSURANCE PLAN

4.2.1 Contractor shall establish and maintain a Quality Assurance Plan (QAP) to assure the requirements of the Contract and this Statement

of Work thereto are met. A copy must be provided to County's Program Manager (CPM) or Monitor on the Contract start date and as changes occur. The original QAP and any revisions thereto, shall include, but not be limited to, the following:

4.2.1.1 Methods used to ensure that the quality of service performed fully meets the performance requirements set forth in this Statement of Work. Contractor 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 CCM of any identified performance requirement issues within twenty-four (24) hours of discovery.

4.2.1.2 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 Contract.

4.3 PERFORMANCE REQUIREMENTS OF QAP

4.3.1 If Contractor's QAP requirements are not met, the CPM may, in addition to all other remedies available under the Contract, telephone Contractor to alert Contractor of a deficiency; send Contractor a User Complaint Report (UCR), or both.

4.3.2 Contractor shall report any staff changes, including separations, temporary leave (e.g. vacations) and indicate staff that will take over the functions of staff on separation or leave, and new hires to the CPM within five (5) business days of the occurrence. In addition, for new hires, Contractor shall include a current resume as part of the notification to County.

4.4 MEETINGS

4.4.1 Contractor is mandated to attend all scheduled meetings and trainings called by County, or as directed by County. Contractor shall be given at least three (3) days advance notice of all scheduled meetings with County. Contractor may also be required to attend emergency meetings without the above stated advance notice when necessary. These

meetings include, but are not limited to, meetings with WDACS, the Los Angeles County Board of Supervisors, the Los Angeles County Chief Executive Office, and/or the Los Angeles County Workforce Development Board.

4.5 CONTRACT DISCREPANCY REPORT

4.5.1 Contractor's Project Manager shall provide verbal and written notification of a Contract discrepancy to the CPM as soon as possible, but no later than one (1) workday, whenever a Contract discrepancy is identified. The problem shall be resolved within a time period mutually agreed upon by County and Contractor.

4.5.2 The CPM will determine whether a formal Contract Discrepancy Report shall be issued. Upon receipt of this document, Contractor is required to respond in writing to the CPM 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 CPM within five (5) workdays.

4.6 COUNTY OBSERVATIONS

4.6.1 Other County personnel, in addition to County contracting staff, may observe performance, activities, and review documents relevant to the Contract or this Statement of Work thereto, at any time during normal business hours, as directed by County. However, these personnel may not unreasonably interfere with Contractor's performance.

5.0 DEFINITIONS

5.1 For a listing of Definitions for this Program, refer to Exhibit 3 of this Statement of Work, Definitions.

6.0 RESPONSIBILITIES

The responsibilities of County and Contractor are as follows:

COUNTY ADMINISTRATIVE DUTIES

6.1 Personnel

County will administer the Contract according to Appendix C, Sample Subaward, Subparagraph 6.0 (Administration of Contract – County). Specific duties will include

6.1.1 Monitoring Contractor's performance in the daily operation of this Contract.

6.1.2 Providing direction to Contractor in areas relating to policy, information, and procedural requirements.

6.1.2.1 Preparing Amendments in accordance with Appendix C, Sample Subaward, Subparagraph 8.1 (Amendments).

CONTRACTOR

6.2 Project Manager

6.2.1 Contractor shall provide a full-time Project Manager and a designated alternate. County must have access to the Project Manager from 8:00 a.m. to 5:00 p.m. Monday through Friday. Contractor shall provide a telephone number where the Project Manager and/or designated alternate may be reached eight (8) hours per day.

6.2.2 Project Manager shall act as a central point of contact with the County.

6.2.3 Project Manager shall have a minimum of three (3) years' experience within the last five (5) years of designing and implementing workforce development programs within the F&DM Industry.

6.2.4 Project Manager and/or designated alternate shall have full authority to act for Contractor on all matters relating to the daily operation of the Contractor under the Contract and this Statement of Work.

6.2.5 Project Manager and/or designated alternate shall be able to effectively communicate, in English, both orally and in writing.

6.3 Personnel

6.3.1 Contractor shall assign a sufficient number of employees to perform the required work, no less than the level of staff described in this Statement of Work, Section 10.0. At least one employee shall be authorized to act

for Contractor in every detail and must speak and understand English. Personnel must include a Project Manager, who is responsible for overseeing all aspects of the F&DM pilot.

6.3.2 Contractor shall be required to background check their employees as set forth in Appendix C, Sample Subaward, Subparagraph 7.5 (Background and Security Investigations).

6.3.2.1 Conducting background checks may be temporarily waived during the COVID-19 national and local emergency, however, once the emergency declaration is lifted, Contractor shall conduct all necessary background checks.

6.4 Identification Badges

6.4.1 Contractor shall ensure their employees are appropriately identified as set forth in Appendix C, Sample Subaward, Subparagraph 7.4 (Contractor's Staff Identification).

6.5 Materials and Equipment

6.5.1 The purchase of all materials/equipment to provide needed Services is the sole responsibility of Contractor. Any materials and equipment purchased with Program funds shall remain the property of County.

6.6 Training

6.6.1 Contractor is responsible for ensuring its staff including employees and volunteers, both existing and new, attend County mandated trainings related to providing Program services.

6.6.2 Contractor shall provide training for all new employees and continuing in-service training for all employees. Contractor 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 project success.

6.7 Contractor's Office

6.7.1 Contractor shall maintain an office with a telephone in the company's name where Contractor. The office shall be staffed during the hours of 8:00 a.m. to 5:00 p.m., Monday through Friday, by at least one employee who can respond to inquiries and complaints which may be received about Contractor's performance under the Contract and this Statement of Work. When the office is closed, an answering service shall be provided to receive calls. Contractor shall answer calls received by answering service within one (1) business day of the receipt of the call.

7.0 HOURS/DAYS OF WORK

7.1 Contractor shall ensure that all staff work schedules, including employees and volunteers, are no more than five 5 days, 40 hours per week but may be less than 5 days, 40 hours per week as dictated by worksite needs.

7.1.1 Contractor shall ensure, when appropriate, that flexibility exists for staff to work non-traditional hours in order to accommodate the unique service needs of Participants.

8.0 WORK SCHEDULES

8.1 Contractor shall submit for review and approval a work/operational schedule for each facility to the County within at least fourteen (14) days prior to starting work. Said work/operational schedules shall be set on an annual calendar identifying all the required on-going specific tasks and task frequencies. The schedules 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.

8.2 Contractor shall submit revised work schedules when actual hours of work differs substantially from the planned hours of work. Said revisions shall be submitted to the County for review and approval within fourteen (14) working days prior to revised scheduled time for work.

9.0 UNSCHEDULED WORK

9.1 Contractor shall not perform unscheduled work.

10.0 SPECIFIC WORK REQUIREMENTS

Contractor shall develop, coordinate, and implement the F&DM Pilot by leveraging Industry partnerships, developing new partnerships, identifying training partners, identifying and delivering training to County Departments as needed, facilitating internship placement for Pilot Program Participants, and providing technical expertise and guidance on training curricula and Program implementation to existing and new partners in order to establish and coordinate the Pilot expeditiously, as described below.

10.1 ELIGIBILITY REQUIREMENTS

10.1.1 In order to be eligible to participate in the Pilot, Participants shall:

10.1.1.1 Be between the ages of 18 and 25 years of age; and

10.1.1.2 Be a member of a traditionally underrepresented population within the Industry, including but not limited to, involvement with the justice system, experiencing homelessness, current or former foster youth, and/or identifying as LGBTQI+.

10.2 OUTREACH, INTAKE AND REFERRAL PROCESSES

Contractor shall:

10.2.1 Develop outreach strategy and screening tool to identify and recruit target populations for Pilot, as directed by WDACS.

10.2.2 Collaborate with America's Job Centers of California's (AJCCs), County departments and programs, community-based organizations (CBOs), community colleges and other partner agencies to coordinate referral processes and identify candidates for the Pilot.

10.2.3 Identify and compile list(s) of training partners and stakeholders that serve youth and/or are interested in promoting employment opportunities for youth in the creative economy.

10.2.4 Create outreach presentations to inform and educate partners about the Program's goals, services, requirements, and processes.

10.2.5 Develop any necessary marketing materials, as directed by WDACS, to facilitate outreach to targeted populations, provide

partners, stakeholders, and employers with information on the Pilot, and educate prospective candidates and employers on the Pilot.

10.2.6 Create and maintain partnerships with industry experts and employers in the F&DM sector as may be necessary to accomplish the goals of the Pilot.

10.3 PROGRAM DEVELOPMENT AND IMPLEMENTATION

Contractor, at the direction of and in consultation with WDACS, shall:

10.3.1 Implement a career pathway Program curriculum to incorporate four (4) levels of programming, as described below:

10.3.1.1 Level 1: Career Exposure

This level shall expose Participants to information and experiences related to jobs and careers in the F&DM sector. Contractor shall coordinate and execute career exposure opportunities for Pilot Program Participants including, but not limited to, the following activities:

- Provide access to Industry related career fairs;
- Coordinate company tours and/or worksite visits; and
- Coordinate guest speakers from the Industry.

10.3.1.2 Level 2: Career Exploration

This level shall allow Participants to engage in activities that develop their technical skills and receive guidance from industry experts. Contractor shall coordinate and execute career exploration opportunities for Pilot Program Participants including, but not limited to, the following:

- Immersive workshops, where Participants may learn about design, communication and industry workplace culture;
- Job shadowing opportunities; and
- Coaching and/or mentorship by creative sector professionals.

10.3.1.3 Level 3: Job Readiness Training

This level shall facilitate Participant engagement in both soft and hard skills training, as defined in Definitions, Appendix B, Statement of Work Exhibits, Exhibit 3, specific to the Industry, in addition to industry-recognized programs and/or certifications and job readiness

training (interviewing, mock interviews, communication, resume creation, social skills, time management, organization, problem solving, and career counseling).

Contractor shall:

- 10.3.1.3.1 Identify training partners capable of training Participants and preparing them for careers in the F&DM sector.
- 10.3.1.3.2 Advise and propose curriculum for inclusion into job readiness training for the Pilot, using information gained by stakeholders in the F&DM sector, including community colleges, CBOs, workforce professionals, organizations, and employers.
- 10.3.1.3.3 Provide (or subcontract to provide) and manage both general and Industry-specific job readiness training and support to Pilot Program Participants, at the direction of WDACS.
- 10.3.1.3.4 Contractor will be responsible for providing Pilot Program Participants with life skills, soft skills, industry recognized certifications and hard skills, and supportive services, such as transportation assistance, intensive case management, and stipends during the training. Contractor shall be required to continue providing case management services to Participants through the duration of the paid internship.
- 10.3.1.3.5 If applicable, Contractor shall work with their subcontractor to ensure leveraging of subcontractor's experience and industry connections to provide Pilot Program Participants mentorship and career exposure opportunities, and to facilitate the placement of Participants into paid internship opportunities and/or permanent employment, in partnership with Contractor.

10.3.1.4 **Level 4: Paid Internships**

Contractor shall:

- 10.3.1.4.1 Develop an application process by which Participants will apply for paid internships with employers in the Industry.

- 10.3.1.4.2 Review applications to ensure Participants submit quality applications for consideration by F&DM employers.
 - 10.3.1.4.3 Establish effective relationship management strategies with potential employers in the Industry to connect Participants to paid internships that will lead to further employment opportunities.
 - 10.3.1.4.4 Work with employers to ensure internship openings for Participants at respective establishments and communicate expectations for quality internship opportunities, as directed by WDACS.
 - 10.3.1.4.5 Secure paid internships for Pilot Program Participants.
 - 10.3.1.4.6 Work with employers to identify apprenticeship and/or on the job training opportunities for Pilot Program Participants who complete previous levels of programming.
 - 10.3.1.4.7 Network with industry partners, industry councils, and other relevant industry groups to facilitate employment opportunities for Pilot Program Participants.
 - 10.3.1.4.8 In partnership with job readiness training provider, identify and connect Pilot Program Participants to appropriate supportive services during enrollment in internship opportunities.
- 10.3.1.5 Develop a Pilot implementation timeline for approval by the County, which details how Contractor will achieve the goals of the Pilot and engage necessary partners at each stage of implementation.

10.4 ESTABLISHMENT AND MAINTAIN TRACKING AND RECORDING

Contractor shall:

- 10.4.1 Make recommendations for additional Pilot metrics, in addition to project objectives listed in Section 15.2 of this Statement of Work, to evaluate the outcomes of the Pilot.
- 10.4.2 Assist WDACS in coordinating the co-enrollment of Pilot Program Participants into WIOA and/or Youth@Work programs, where necessary.
- 10.4.3 Maintain records of all Pilot Program activities, which include:
 - 10.4.3.1 Information on each Pilot Program Participant, including but not limited to: Name, age, ethnicity, gender, geographic residence, and history of involvement in County system(s).
 - 10.4.3.2 Attendance rosters for events.
 - 10.4.3.3 Name, location, and sub-industry of businesses engaged.
 - 10.4.3.4 Names of partner County agencies engaged.
 - 10.4.3.5 Names of CBO or community colleges engaged.
 - 10.4.3.6 Referral sources for potential Pilot Program Participants.
 - 10.4.3.7 Number of career exposure and career exploration events made available and total number of Participants, partners, and employers in attendance/served.
 - 10.4.3.8 Number of internships secured for Pilot Program Participants, number of completions.
 - 10.4.3.9 Number of program Participants that earn full-time employment during the Pilot.
 - 10.4.3.10 Create monthly implementation status reports to include:
 - 10.4.3.10.1 Update on Pilot activities listed above, in Section 10.3 of this Statement of Work.
 - 10.4.3.10.2 Pilot deliverables completed.

10.4.3.10.3 Programmatic and/or Participant successes achieved.

10.4.3.10.4 Description of any challenges during implementation and solutions thereto.

10.5 APPRENTICESHIP PLAN

Contractor shall:

10.5.1 Collaborate with employers, unions, community colleges, and high road employment training partners in the F&DM Industries to identify and develop a plan for the expansion of non-traditional apprenticeship opportunities within the Industry that lead to family sustaining career pathway opportunities.

10.5.2 Prepare a report to WDACS detailing the feasibility of creating apprenticeships within the Industry by end of contract date. Information in the report shall include but not be limited to

10.5.2.1 Identify potential partners, including employer-partners and educational partners.

10.5.2.2 Identify career pathways within the Industry best suited for apprenticeship programs.

10.5.2.3 Appropriate timeline for pre-apprenticeship training to apprenticeship placement.

10.5.2.4 Proposed model for expanding Industry apprenticeships within the County of Los Angeles.

11.0 INTENTIONALLY OMITTED

12.0 INTENTIONALLY OMITTED

13.0 INTENTIONALLY OMITTED

14.0 GREEN INITIATIVES

14.1 Contractor shall use reasonable efforts to initiate “green” practices for environmental and energy conservation benefits.

- 14.2 Contractor shall notify County's Project Manager of Contractor's new green initiatives prior to the contract commencement.

15.0 PERFORMANCE REQUIREMENT SUMMARY

- 15.1 All listings of Services used in the Performance Requirements Summary (PRS) Chart, Appendix B, Statement of Work Exhibits, Exhibit 1, are intended to be completely consistent with the Contract and this Statement of Work, and are not meant in any case to create, extend, revise, or expand any obligation of Contractor beyond that defined in the Contract and the Statement of Work. In any case of apparent inconsistency between Services as stated in the Contract and the Statement of Work and this PRS, the meaning apparent in the Contract and the Statement of Work will prevail. If any Service seems to be created in this PRS which is not clearly and forthrightly set forth in the Contract and the Statement of Work, that apparent Service will be null and void and place no requirement on Contractor.
- 15.2 Contractor shall assist WDACS on the development, design, and implementation of the F&DM Pilot that provides career exposure, career exploration opportunities, job readiness training, and places Participants into paid internship opportunities with employers in the creative economy to target Participants. Contractor shall leverage its expertise to help the County create a sustainable Pilot program that provides pipelines for County residents seeking to pursue careers in the F&DM industry. **The success of the F&DM Pilot will be measured, in part, by the following:**
- 15.2.1 Number of Participants enrolled in each of the four (4) levels of programming.
- 15.2.2 Quality of the four (4) levels of programming, including but not limited to stature of employer-partners engaged, substance of training curriculum, wage, benefits, length of internship, and substantive nature of internship.
- 15.2.3 Number of Participants who complete career exposure and job readiness training.
- 15.2.4 Number of Participants placed in paid internship and the quality of those internships, including but not limited to, wage, benefits, length of internship, substantive nature of internship, and stature of intern-employer.

- 15.2.5 Demographics of Pilot Program Participants.
 - 15.2.6 Number of employer partners engaged in programming and the quality of those employers, including but not limited to, stature of employer, size of employer, and experience of employer.
 - 15.2.7 Geographic diversity within Los Angeles County of the individuals and employers engaged through programming.
- 16.3 Contractor shall ensure the Performance Outcomes are measured, documented and achieved in accordance with Exhibit 1 of this Statement of Work, Performance Requirements Summary Chart.
- 16.3.1 Contractor acknowledges that the Performance Outcome targets listed Exhibit 1 of this Statement of Work, are based on projected funding level and are subject to modification should the funding level change, or at the direction of County.