

APPENDIX B-2

YOUTH@WORK PROGRAM

STATEMENT OF WORK

EXHIBITS

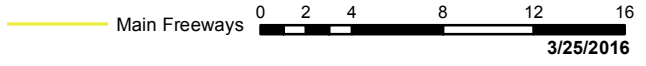
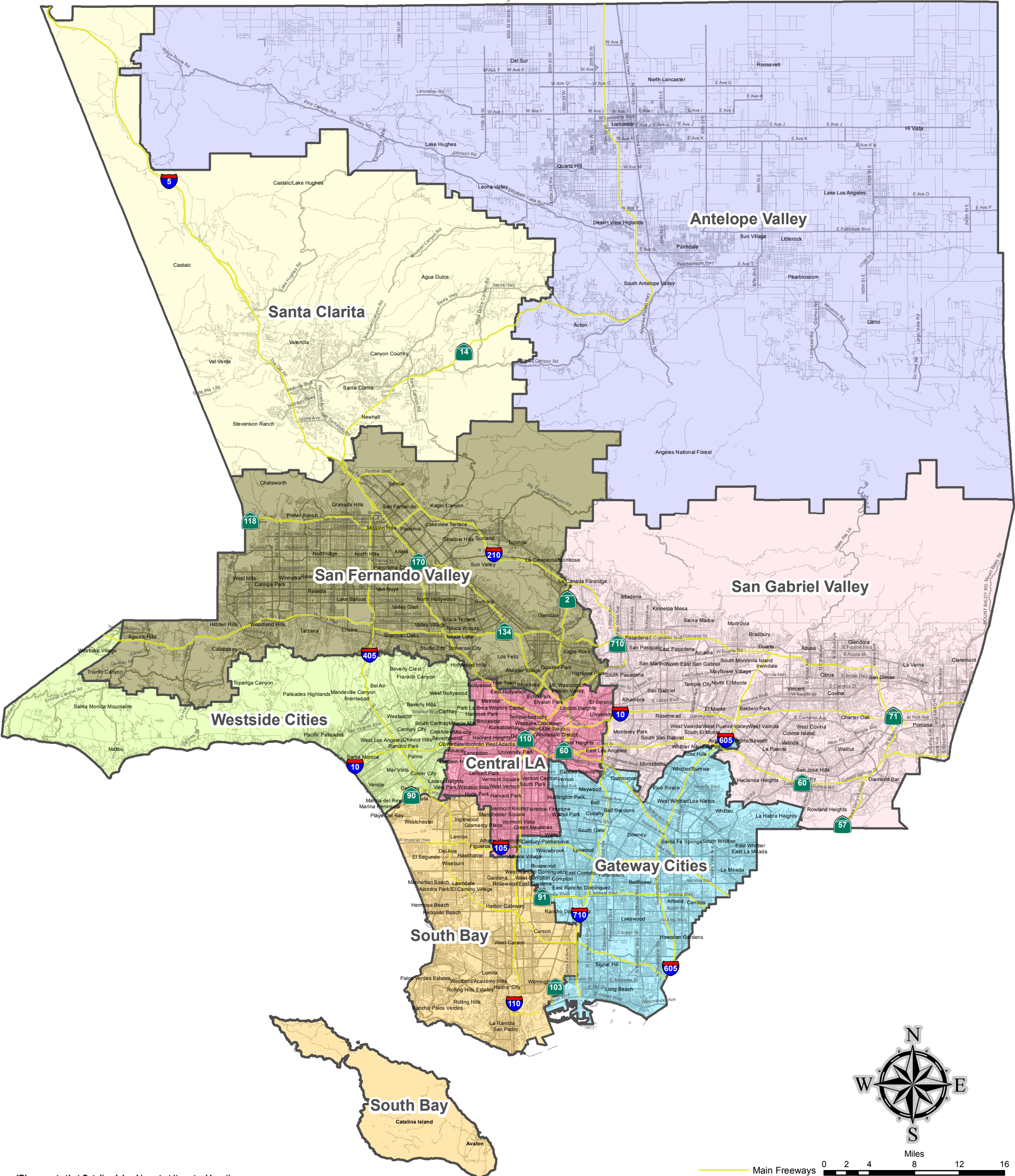
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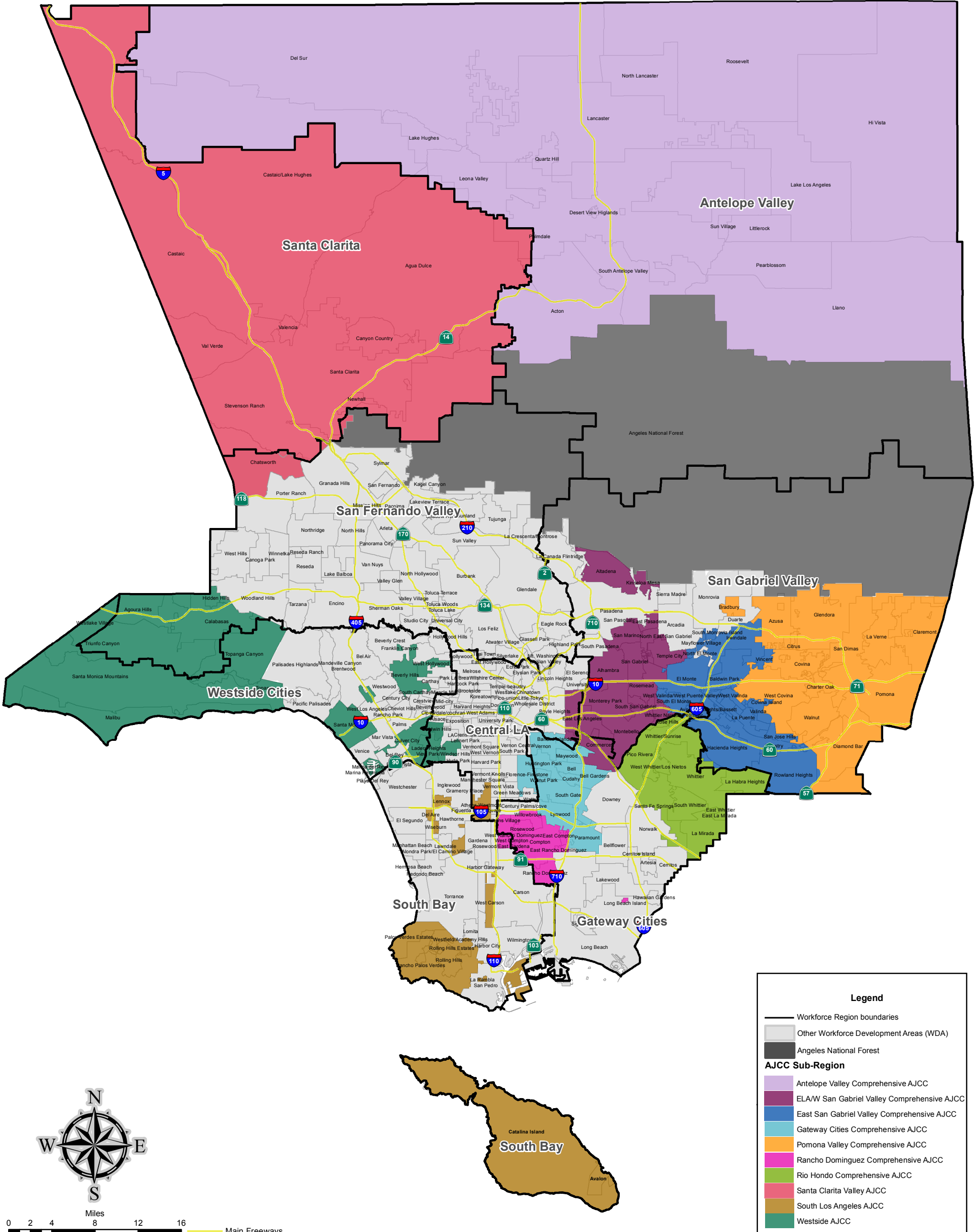
Los Angeles County Workforce Regions



*Please note that Catalina Island is not at its actual location. Community and Senior Services, Research & Statistics Division



Los Angeles County AJCC Sub-Region Service Areas



*Please note that Catalina Island is not to scale
 *Some unincorporated areas are not apparent in the map due to scale and sizing. For full listing of Community and Senior Services, Research & Statistics Division

Break Out of Cities and Unincorporated Areas by Proposed AJCC Sub Region

Proposed AJCC Region	City	Unincorporated		
Antelope Valley Comprehensive AJCC	Lancaster	Acton		
	Palmdale	Alpine		
		Angeles National Forest		
		Antelope Acres		
		Big Pines		
		Crystalaire		
		Del Sur		
		El Dorado		
		Elizabeth Lake		
		Fairmont		
		Hi Vista		
		Juniper Hills		
		Lake Hughes		
		Lake Los Angeles		
		Lakeview		
		Leona Valley		
		Littlerock		
		Llano		
		Longview		
		Neenach		
		North Lancaster		
	Redman			
	Roosevelt			
	Sun Village			
	Three Points			
	Valyermo			
	White Fence Farms			
	Wilsona Gardens			
	Woodlands State Park			
	Wrightwood			
Total			2	30
East San Gabriel Valley Comprehensive AJCC	Baldwin Park	Avocado Heights/Bassett/North Whittier		
	El Monte	East Valinda/South San Jose Hills		
	Industry	El Monte (Portion)		
	Irwindale	Hacienda Heights		
	La Puente	Industry Islands		
	South El Monte	Monrovia/Arcadia/Duarte (Islands)		
		Pellessier		
		Rowland Heights		
		South El Monte		
		Valinda		
	West Valinda/West Puente Valley			
Total			6	11
ELA/W San Gabriel Valley Comprehensive AJCC	Alhambra	Altadena		
	Commerce	Arcadia		
	Montebello	East Los Angeles		
	Monterey Park	East Pasadena		
	Rosemead	East San Gabriel		
	San Gabriel	Kinneloa Mesa		
	San Marino	North East San Gabriel		
	Temple City	South San Gabriel		
	West Arcadia (Islands)			
	Whittier Narrows			
Total			8	10

Break Out of Cities and Unincorporated Areas by Proposed AJCC Sub Region

Proposed AJCC Region	City	Unincorporated		
Gateway Cities Comprehensive AJCC	Bell	Bandini Islands		
	Bell Gardens	Florence-Firestone		
	Cudahy	Graham		
	Huntington Park	Lynwood		
	Lynwood	Walnut Park		
	Maywood			
	Paramount			
	South Gate			
	Vernon			
Total			9	5
Pomona Valley Comprehensive AJCC	Azusa	Angeles National Forest		
	Bradbury	Azusa		
	Claremont	Bradbury		
	Covina	Charter Oak Islands		
	Diamond Bar	Citrus (Covina Islands)		
	Glendora	Claremont (Portion)		
	La Verne	Covina (Portion)		
	Pomona	Glendora		
	San Dimas	La Verne		
	Walnut	West Pomona (Islands)		
	West Covina			
Total			11	10
Rancho Dominguez Comprehensive AJCC	Compton	East Rancho Dominguez		
		Long Beach		
		Rancho Dominguez		
		Rosewood/West Rancho Dominguez		
		West Rancho Dominguez/Victoria		
		Willowbrook		
Total			1	6
Rio Hondo Comprehensive AJCC	La Habra Heights	Cerritos Islands		
	La Mirada	East La Mirada		
	Pico Rivera	East Whittier		
	Santa Fe Springs	La Habra Heights		
	Whittier	Los Nietos		
		Northwest Whittier		
	South Whittier			
	West Whittier			
	Whittier/Sunrise			
Total			5	9
Santa Clarita Valley AJCC	Santa Clarita	Agua Dulce		
		Angeles National Forest		
		Bouquet Canyon		
		Canyon Country		
		Castaic		
		Castaic Lake		
		Chiquita Canyon		
		Forrest Park		
		Gorman		
		Green Valley		
		Hasley Canyon		
		Hungry Valley		
		Mint Canyon		
		Newhall (Portion)		
		Oat Mountain		
	Placerita Canyon			
	Pyramid Lake			

Break Out of Cities and Unincorporated Areas by Proposed AJCC Sub Region

Proposed AJCC Region	City	Unincorporated	
		Romero Canyon San Francisquito Canyon Sand Canyon Saugus (Portion) Soledad Canyon Southern Oaks Stevenson Ranch Sulphur Springs Texas Canyon Val Verde Valencia (Portion) Vasquez Rocks Westridge Whitney Canyon	31
Total			1
South Los Angeles AJCC	Avalon Palos Verdes Estates Rancho Palos Verdes Rolling Hills Rolling Hills Estates	Athens-Westmont Del Aire El Camino Village Hawthorne La Rambla Lennox Santa Catalina Island San Clemente Island West Carson (Portion) Westfield Wiseburn	11
Total			5
Westside AJCC	Agoura Hills Beverly Hills Calabasas Culver City Hidden Hills Malibu Santa Monica West Hollywood Westlake Village	Agoura Baldwin Hills Calabasas Cornell Corral Canyon Decker/Encinal Del Rey Franklin Canyon Ladera Heights Las Flores Latigo Canyon Malibu Malibu Lake 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 Tick Point Topanga Canyon Triunfo Canyon View Park/Windsor Hills	27
Total			9

COMPREHENSIVE AJCC, AJCC, AND VETERANS AJCC OPERATIONS PERSONNEL MINIMUM STAFFING REQUIREMENTS

This Exhibit establishes the minimum staffing levels required for the Comprehensive AJCC, the AJCC, and the Veterans AJCC under current available funding. This base staffing is inclusive of work required in the ADW, and Youth@Work Statements of Work for the Comprehensive AJCC. The Veteran AJCC has a separate and unique Statement of Work, however the staffing pattern will replicate that of the AJCC. Contractor shall assign, at a minimum, the number of staff indicated below, with the appropriate education, licensure, and experience to perform the required work described in the ADW and Youth@Work Statements of Work for the Comprehensive AJCC and the Veterans AJCC Statement of Work for the Veteran AJCC, and capable of establishing effective communication with respective Participant types, Partner agencies, and County. Contractor shall always have a staff member with the authority to act on behalf of Contractor in every detail, available during work hours. Contractor shall operate continuously throughout the entire term of this Contract with at least the minimum number of staff set forth below, as well as any other applicable staffing requirements of County for Contractor necessary to provide services at the Comprehensive AJCCs and associated Affiliates, and AJCCs. Such personnel shall meet all qualifications in the Contract, as well as those provided by County through Contract Amendments, Administrative Directives and Program Policy Memoranda. Contractor acknowledges required staffing levels may increase should levels in funding increase, as directed by County. Note that Comprehensive AJCCs may staff the Affiliate sites using a mix of staffing out of any of the categories below, at levels appropriate for the Affiliate based on the type and number of services offered at the Affiliate.

Contractor shall have the following program staff that meets the minimum requirements and qualifications for the Program, including the ability to speak/read/write/understand English fluently. All staff salaries, education, and licensure shall be based on competitive, professional industry standards as set forth in the following resources: U.S. Department of Labor Employment and Training Administration, Bureau of Labor Statistics and Employment Development Department of California. Contractor shall also adhere to professional core competency training requirements for all staff as defined by Federal, State or County regulations and any County Directive(s). Note that the Operations Manager has additional minimum requirements, as specified below.

Contractor's staff shall be funded based on documented actual data under the ADW and Youth@Work programs (including the WIOA Rapid Response and Older Americans Act Title V Senior Community Service Employment Program (SCSEP), where applicable) or the Veterans AJCC, as applicable, as stated in Contractor's submitted Cost Allocation Plan narrative.

SUPERVISORY TEAM

- 1. OPERATIONS MANAGER:** Contractors operating Comprehensive AJCCs and AJCCs shall provide, at a minimum, one (1) full-time Operations Manager (Operations Manager), funded based on documented actual data under the ADW and Youth@Work programs (including the WIOA Rapid Response and Older Americans Act Title V Senior Community Service Employment Program (SCSEP), if applicable) as stated in the submitted Cost Allocation Plan narrative. For AJCCs, the Operations Manager shall also take on the responsibilities of Program Supervisor, as further described below. *Total minimum of Operations Manager: Comprehensive AJCCs 1 and AJCCs 1.*

OPERATIONS MANAGER RESPONSIBILITIES: Operations Manager(s) shall plan, organize, and direct all operational activities related to the Programs operating out of the Comprehensive AJCC or AJCC and ensure all services are delivered under this Contract and within the established time frames, protocols, and procedures as specified by County.

- Operations Manager(s) shall ensure that any sub-contracted agencies providing services related to the Program(s) under this Contract also deliver services within the established time frames, protocols and procedures as specified by County and acknowledges full responsibility for sub-contracted agencies' adherence to such.
- Operations Manager(s) or designee shall have full authority to act on behalf of Contractor on all matters relating to the daily operations of services provided through the Comprehensive AJCC or AJCC.
- Operations Manager(s) or designee shall be available to County during all hours of operation.
- Operations Manager(s) shall serve as the coordinator/liaison for all services under this Contract, ensuring that any overall communications relevant to the provision of services to Participants are conveyed to appropriate personnel and as described in this Contract.
- Operations Manager(s) shall ensure all staff complete a background check as referenced in Appendix C, Sample Contract Section 7.5 (Background and Security Investigations). Operations Manager(s) shall ensure that only staff that pass the background check will perform work under this Program, prior to the rendering of any services described in this Contract. Contractor shall keep on file proper receipts/documents substantiating the background checks in accordance with Appendix C, Sample Contract Section 8.38 (Record Retention, Inspection and Audit Settlement).

- Operations Manager(s) shall ensure that live telephone contact with Contractor staff is available to Participants, referral sources, Partners and County during Contractor hours of operation.
- Operations Manager(s) shall ensure that each of Contractor operated site(s) has a telephone answering machine or voice mail system in place during non-business hours. All inquiries will be at least acknowledged within one (1) business day even if a resolution is not yet determined.

OPERATIONS MANAGER MINIMUM EXPERIENCE & QUALIFICATIONS: Operations Manager(s) must have at minimum three (3) years of operational program experience managing workforce development programs for an entity that has received social or community service government contracts with a minimum individual contract value of \$1 million, and directly managing and supervising staff. Operations Manager(s) will serve as the operations lead at the Comprehensive AJCC or AJCC in the development, implementation and oversight of services, and the Integrated Services Delivery Model, as further defined in Section 10.7 of Appendix A-1, ADW SOW; ability to speak, read, write, and understand English fluently; and ability and expertise in workforce operations to make program administration decisions.

- 2. PROGRAM SUPERVISOR:** The Program Supervisor will perform general supervision of program staff, assisting the Comprehensive AJCC Operations Manager in executing the day-to-day operational and programmatic tasks of the program(s). Program Supervisor shall direct the work of the Welcome/Talent Development, Skills/Talent Development, Re-Entry, and Staff Support Teams. *Total minimum number of Program Supervisors: Comprehensive AJCCs 1. (Program Supervisor duties at AJCCs are covered by the Operation Manager.)*
- 3. BUSINESS SERVICES MANAGER:** The Business Services Manager (BSM) will function as the lead for Business services and employer activities, as described in Sections 10.5.18 and 10.5.28 of Appendix A-1 ADW SOW, the BSM shall work with the Los Angeles County Business Services team to support County identified business service strategies and initiatives such as, but not limited to, industry sector strategies, skills development and upgrading, private-public partnership, and customized employment and talent management services. This includes initiating, maintaining, and developing Employer relationships, developing employment opportunities, internships, and work-based learning experiences that link to careers in high growth sectors, broker On-the-Job Training (OJT) contracts, and Customized Training as defined in Section 10.5.25 of Appendix A-1 ADW SOW, and any other business engagement and training tools identified and/or approved by the County. In addition, they will be responsible for developing and conducting group format workshops regarding Comprehensive AJCC employment services, as delineated in ISD Model, Section 10.7 Appendix A-1 ADW SOW for

eligible participants and employers. The BSM shall work with the designated County Business Services Regional Manager to lead, coordinate, and promote County strategies in support of regional, scaled and countywide initiatives, and/or commitments. The BSM shall supervise the Job Getting/Talent Marketing Team and Rapid Response program staff, if applicable to Contractor, as further described in Appendix A-4, Rapid Response Program SOW. *Total minimum number of Business Services Managers: Comprehensive AJCCs 1.*

WELCOME/TALENT ENGAGEMENT TEAM

- 1. INTAKE SPECIALISTS:** Intake Specialists will perform intake, eligibility and initial assessments, provide labor market information, provide Comprehensive AJCC and AJCC partner system navigation information, and conduct informational workshops and other similar basic career services. *Total minimum number of Intake Specialists: Comprehensive AJCCs 2 and AJCCs 1.*

SKILLS/TALENT DEVELOPMENT TEAM

- 1. CAREER PLANNERS/CASE MANAGERS:** Career Planner/Case Managers will provide support and career guidance services, including diagnostic testing and other comprehensive assessments, information on occupations with clear career paths in high-growth industry sectors, development of an individual employment plan, information on eligible training providers and specialized training, Comprehensive AJCC and AJCC partner system navigation, and conduct workshops and other similar basic and individualized career services. *Total minimum number of Career Planners/Case Managers: Comprehensive AJCCs 4 and AJCCs 1.*
- 2. TRAINERS:** Trainers will provide group format Product Box workshops in work preparation skills training and activities that assist individuals in making informed choices and acquiring knowledge of the world of work to gain and retain employment in occupations with clear career paths in high growth sectors and other similar training services. *Total minimum number of Trainers: Comprehensive AJCCs 2 and AJCCs 1.*

JOB GETTING/TALENT MARKETING TEAM

- 1. BUSINESS SERVICES REPRESENTATIVE:** The Business Services Representative (BSR) is a specialist who will work with and support the Business

Services Manager with the execution of duties as described above. *Total minimum number of BSRs: Comprehensive AJCCs 2 and AJCCs 1.*

RE-ENTRY TEAM

1. **RE-ENTRY NAVIGATOR:** The Re-entry Navigator will provide the ex-offender population navigation services into the Comprehensive AJCC and AJCC system from the justice system, including re-entry employment assistance tailored specifically to this population. Re-entry Navigator(s) will provide ex-offenders career planning, job training, job development, placement in employment, on-the-job peer and coaching support, and follow-up services.
 - Re-Entry Navigator(s) shall serve all WIOA-eligible ex-offenders but priority for service delivery shall be placed on the following:
 - Youth returning from Division of Juvenile Justice (DJJ) institutions to the County on probation supervision that are aged 18 years or older;
 - Female offenders linked through the Century Regional Detention Facility (CRDF); and
 - Male offenders linked through the Pitchess Jail Based Affiliate.

Total minimum number of Re-entry Navigators: Comprehensive AJCCs 1 (also the Santa Clarita AJCC has one funded Re-entry Navigator position).

STAFF SUPPORT TEAM

2. **CLERICAL/PROGRAM ASSISTANT:** The Clerical/Program Assistant will provide support to the Operations Manager(s) and the Comprehensive AJCC, AJCC, and Veterans AJCC staff. *Total minimum number of Clerical/Program Assistants: Comprehensive AJCCs 1 and AJCCs 1.*

COMPREHENSIVE AJCC, AJCC, AND VETERANS AJCC USE OF VOLUNTEERS, YOUTH@WORK, AND TITLE V – SCSEP PROGRAM PARTICIPANTS

Contractor may utilize Youth@Work or Title V-SCSEP Program Participants in accordance with Youth@Work requirements or Title V-SCSEP requirements, as further defined in Appendix A-2 of this RFP, Youth@Work SOW or Appendix A-5, Title V-SCSEP SOW., to provide Participants with current Work Experience and provide further support to Comprehensive AJCC staff in functions that are not sensitive to Comprehensive AJCC operations. Non-sensitive functions may include, but are not limited to: greeting

Comprehensive AJCC participants, assisting in workshops, preparing workshop materials, and setting up for workshops. These Participants are subject to the same requirements as staff or volunteers.

Volunteers may be recruited, trained and used by Contractor to expand the provision of services. Volunteers must be appropriately qualified for the responsibilities Contractor intends to assign them prior to beginning those responsibilities. Volunteers shall be solely the responsibility of Contractor and shall report to the Operations Manager or another employee of Contractor as designated by the Operations Manager. If possible, Contractor shall work in coordination with organizations that have experience in providing training and placement. Contractor shall ensure that all volunteers undergo and pass a background check and that records are retained.

COMPREHENSIVE AJCC AND AJCC RAPID RESPONSE LIAISON

Contractor shall designate a Rapid Response liaison and alternate out of the staff delineated above (other than volunteer, Youth@Work, or Title V – SCSEP program participants). The Rapid Response Liaison or alternate will be required to participate in Rapid Response planning meetings and orientations for businesses within Contractor’s assigned workforce sub-region, as directed by County.

The following chart illustrates the minimum number of Comprehensive AJCC and AJCC staff:

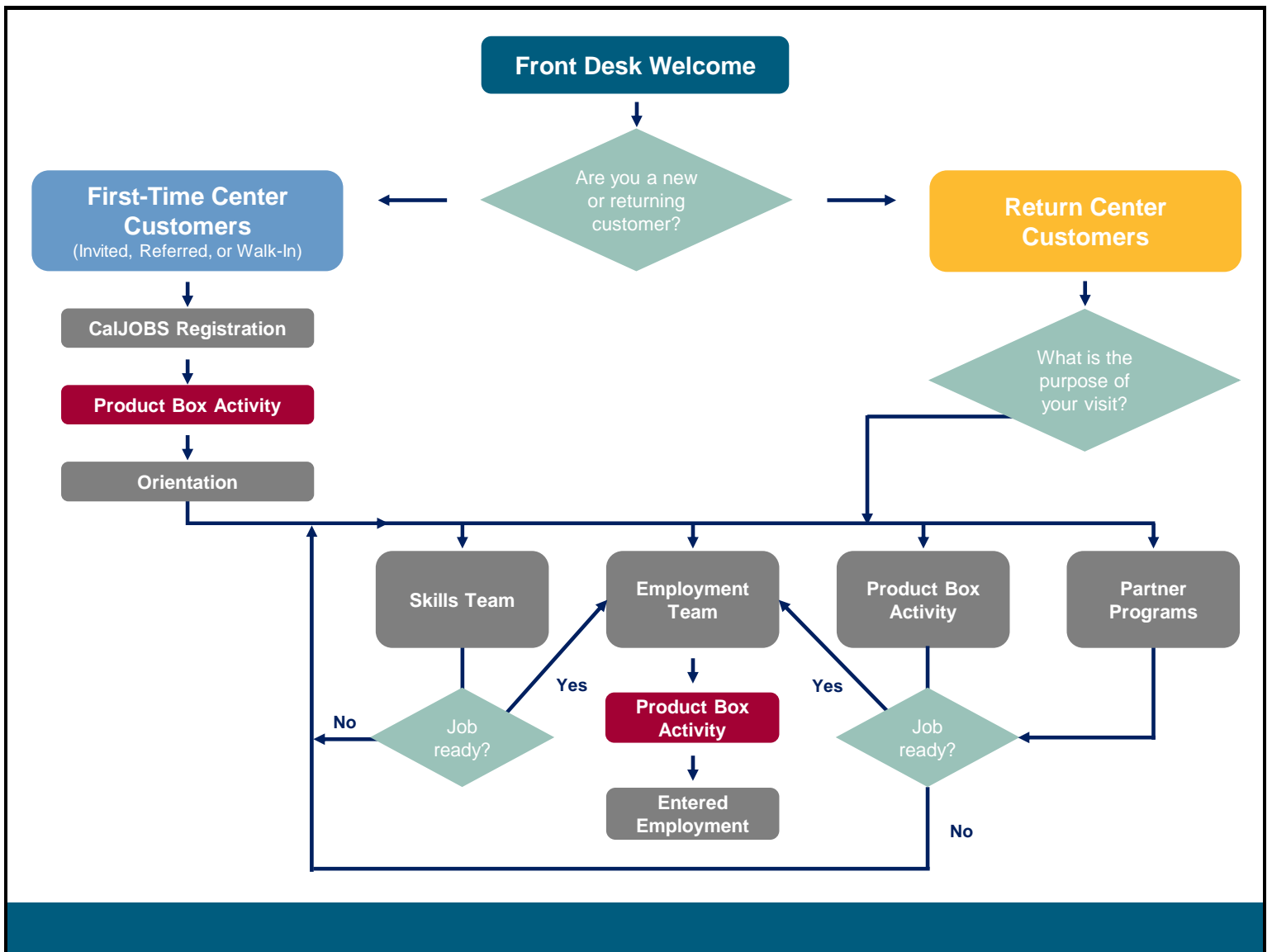
Team (Position Group)	Position ₁	Comprehensive AJCC	AJCC
		Number of Positions	Number of Positions
Supervisory Team	Operations Manager	1	1
	Program Supervisor ₂	1	-
	Business Services Manager ₃	1	-
Welcome/Talent Engagement Team	Intake Specialist	2	1
Skills/Talent Development Team	Career Planner/Case Manager	4	1
	Trainer	2	1
Job Getting/Talent Marketing Team	Business Services Representative	2	1
Re-Entry Team	Re-entry Navigator ₄	1	-
Staff Support Team	Clerical/Program Assistant	1	1
Total		15	6

¹Positions included in this chart reflect all the minimum onsite positions required for Comprehensive AJCCs and AJCCs. It does not include specialized positions for the Rapid Response and SCSEP Program. This chart does not include indirect or administrative staff that are required to fill contract requirements. The cost of any position must be allocated to programs based on actual measurements contained in a cost allocation plan reviewed and approved by CSS. This chart depicts the minimum required staff.

²Program Supervisor duties at AJCCs are covered by the Operations Manager.

³Business Services Manager will function as the supervisor over the Rapid Response Coordinators (if applicable to site; cost will be proportionally shared with Rapid Response Program).

⁴Re-entry Navigator position is applicable to ADW program only at the Comprehensive AJCC. Additionally, the Santa Clarita AJCC also has a Re-entry Navigator position funded.



Welcome Team (Front Desk)

- Identify needs of customer/participant
- Route to correct staff person, partner, product box activity
- Initial assessment with customer/participant
- Cal Jobs registration
- Universal Services – Product Box activities
- Orientation and WIOA eligibility
- Partner Referrals

Skills Team (Talent Development)

- WIOA enrollment and IEP Development
- In-depth assessment activities
- Career Planning/Counseling Activities
- Support Services/Barrier removal
- Training activities
- Product Box activities
 - Staff/customer/participant intensive
- Partner Referrals

Employment Team

- Job Matching Activities
- Job Referral Activities
- Job Placement Activities
- Referral to Product Box Activities
- Supportive Services
- Coaching Activities
- Partner Referrals

**PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART
LOS ANGELES COUNTY YOUTH@WORK PROGRAM**

The Performance Requirements Summary (PRS) Chart is a listing of the minimum required services and performance that will be monitored during the Contract term. The PRS chart also lists examples of the types of documents that will be used during monitoring, as well as the standards of performance and the acceptable quality level of performance.

All listings of required services or standards used in this Performance Requirements Summary Chart are intended to be completely consistent with the terms and conditions of the Contract (Appendix C of the RFP) and the Statement of Work (Exhibit A to the Contract and Appendix A-2 of the RFP) and are not meant in any case to create, extend, revise, or expand any obligation of the CONTRACTOR beyond that defined in the terms and conditions of this Contract and Statement of Work. In any case of apparent inconsistency between required services or Standards as stated in the terms and condition of the Contract, the Statement of Work, and this Performance Summary (PRS) Chart, the terms and conditions of the Contract and the Statement of Work (SOW) will prevail.

Performance Outcomes	Standards	Acceptable Quality Level	Data Source	Remedies For Non-Compliance
Eligibility Documentation	All eligibility documents must be gathered and verified prior to enrollment and receipt of first program service; documentation must be in case file and verification of documentation in CalJOBS and Web App as applicable.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Right to Work Verification	Right to Work verification must occur prior to enrollment into Los Angeles County Youth@Work. All Right to Work documentation is documented in the Case file and reflected in CalJOBS and/or Web App as applicable.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Selective Services Registration Verification	Selective Services Registration must be documented and verified prior to enrollment into WIOA program if male, 18 years or older at time of eligibility determination. If male turns 18 during program participation, the youth MUST register for Selective Service within 30 calendar days of turning 18. This must be documented and verified.	100%	Case File; CalJOBS	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Priority Population Enrollment Verification	Participants receiving priority enrollment meeting criteria set forth in SOW Section 10.1.2, must have proper documentation of that status in case file and verified in CalJOBS and/or Web App as applicable.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Application Review	All program applications must be reviewed and approved by a secondary level staff member (e.g., supervisor or manager) prior to commencement of any service.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Basic Skills Testing	All WIOA participants must be assessed for basic skills deficiency. All testing must occur no more than 6 months prior to date of enrollment.	100%	Case File; CalJOBS	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD

Objective Assessment	All participants must receive an objective assessment (OA) according to determine the academic levels, skill levels, and service needs of each participant, which shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs.	100%	Case File; CalJOBS	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Individual Services Strategy (ISS)	All WIOA participants needing employment services shall have an ISS (including OA as noted above) developed in accordance to SOW Section 10.5.5.1.2, using CalJOBS and appropriate forms. Required activities include appropriate educational/occupational/training goals, employment goals and personal achievement objectives. Proper documentation must be captured in CalJOBS and in the case file.	100%	Case File; CalJOBS	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Career Pathways	All participants shall be introduced to tangible career pathways in high growth, in-demand sectors with a connection to STE(a)M (Science, Technology, Engineering, Arts, and Mathematics) as appropriate. All WIOA participants shall have clearly defined career pathways and strategies to connect to the career pathways as supported by the ISS and documented in CalJOBS and the case file.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Valid Work Permits	All participants under the age of 18 shall have a valid work permit before any subsidized work experience or related training activity begins.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Worksite Supervisor Orientation and Valid Worksite Agreements	All participating worksites shall have an orientation to guide program supervisors. Only worksites with valid worksite agreements shall be allowed to host youth for subsidized work experience or related training activities.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Supportive Services Need Determinations and Documentation	All participants receiving Supportive Services must have determination of need and proof of expenditure documented in the ISS, Case Files, in CalJOBS Case Notes, and the Web App as applicable.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Supportive Services Delivery	Supportive Services must be delivered as soon as possible but no later than 3 business days upon determination of need.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD

Supportive Services Reimbursement	Supportive Services reimbursement shall be provided as soon as possible but no later than 3 business days after proof of transaction.	100%	Case Files; CalJOBS	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Co-Enrollment	All participants co-enrolled into another workforce program must show need and benefit for co-enrollment; if co-enrolled into WIOA, this action shall be reflected on the ISS and services provided must not be duplicated between programs.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Post-Program Follow-Up	12 months of post-program follow-up must occur for all participants post exit (1 per quarter after exit, for a total of 4 per participant) and recorded in CalJOBS.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Cumulative Performance and Financial Goals	Contractor shall meet or exceed all planned performance measures goals as delineated in <i>Appendix B-2, SOW Exhibits, Exhibit 4, Performance Measures and Goals.</i>	100%	CalJOBS; Web App; Cognos Reports	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Meetings	Contractor shall attend all meetings, regardless of format (in-person, WebEx, etc.) as directed by County.	100%	Sign-In Sheets; Roll-Call	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Demographic Data Collection	All pertinent demographic data of program participants shall be collected including but not limited to: age, gender, target population, etc. and documented in case file, and/or CalJOBS, or Web App as applicable.	100%	Case File; CalJOBS and/or Web App	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Case File/CalJOBS Data Integrity	All Data Elements (e.g. - enrollment dates, employment dates, demographic elements, etc.) in the paper case files shall match substantiating documentation and electronic case files in CalJOBS.	100%	CalJOBS; Web App; Cognos Reports	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Timely Data Input in CalJOBS	Data must be inputted into CalJOBS and/or Web App on an on-going, daily basis. Contractor is prohibited from back-dating data.	100%	CalJOBS; Web App; Cognos Reports	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD

Enter and Update all training costs and federal grants in CalJOBS	Training costs and financial aid are to be entered into CalJOBS or any successor system. In addition, the initial training cost and financial aid entries are to be updated within five days of the activity completion date to ensure the appropriate training and financial aid amount is captured.	100%	CalJOBS/eCAPS	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Upload (Scan) all necessary documents to CalJOBS	All CSS mandated documents are to be uploaded within 5 days of document verification.	100%	CalJOBS	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
MIS system error corrections	All errors identified in the CalJOBS system must be cleared within 5 business days from the date the listing is provided to the contractor.	100%	CalJOBS	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Corrective Action Plans	Submit a Corrective Action Plan(s) within the prescribed timeline.	100%	Contractor	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Single Audit	Submit the single audit engagement letter and the subsequent single audit report(s) by the deadlines directed by CSS.	100%	Contractor's Single Audit engagement letter and report(s)	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Cost Allocation Plans	Submit a Cost Allocation Plan within the prescribed timeline.	100%	Contractor's Cost Allocation Plan	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Indirect Cost Rate	Applies to WIOA contractors only: Submit the Indirect Cost Rate request within the prescribed timeline.	100%	Contractor's Indirect Cost Rate Proposal or federally approved rate letter	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Submission of Monthly Invoice	Invoices are submitted by the designated due date with little or no errors; or minor revisions needed.	100%	Monthly Invoice	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD

Submission of Monthly Detailed Expenditure Report (DER)	Monthly DERs are submitted by the designated due date with little or no errors; or minor revisions needed.	100%	Monthly Detailed Expenditure Report	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Submission of Monthly Accruals	Accruals are reported monthly and submitted by designated due date.	100%	Monthly Invoice	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Submission of Yearly Closeout Invoice	Yearly Close-out invoice is submitted by the designated due date with little or no errors; or minor revisions needed.	100%	Year-End Close-out Package	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Submission of Contract Forms	Yearly Contract Budget is submitted by designated due date with little or no errors; or minor revisions needed.	100%	Contract Budget Forms	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD
Submission of Signed Contract Documents	Submission of signed contract and/or amendments in a timely manner.	100%	Contract Documents	If Contractor performance does not meet the Acceptable Quality Level, the County will have the option to apply the following remedies: 1) Suspension of Payment; 2) Suspension of Contract; 3) Reduce and reallocate funds; 4) Termination of Contract; and/or 5) Placement in CARD

**LOS ANGELES COUNTY AMERICA'S JOB CENTER OF CALIFORNIA
COMPREHENSIVE AJCC**

PERFORMANCE MEASURES AND GOALS

AJCC BASIC CAREER SERVICES MEASURES[‡]						
AJCC Basic Career Services Participants Served	16,700					
Entered Employment (2nd quarter after exit)	Goals will be based on final negotiations between DOL and EDD					TBD
Entered Employment (4th quarter after exit)						TBD
Median Earnings						TBD
Credential Rate						TBD
In-Program Skills Gain						TBD
Employer measures						TBD
DEPARTMENT OF LABOR WIOA PROGRAM ACCOUNTABILITY MEASURES	Adult	DW	Out of School Youth	In School Youth	Work Based Learning	Total
Entered Employment (2nd quarter after exit)	Goals will be based on final negotiations between DOL and EDD				N/A	TBD
Youth Placement in Employment/Education/Training (2nd quarter after exit)					N/A	TBD
Entered Employment (4th quarter after exit)					N/A	TBD
Youth Placement in Employment/Education/Training (4th quarter after exit)					N/A	TBD
Median Earnings					N/A	TBD
Credential Rate					N/A	TBD
In-Program Skills Gain					N/A	TBD
Employer Measures					N/A	TBD
Retention Rate with Same Employer					N/A	TBD
Employer Penetration Rate (Market Penetration)					N/A	TBD
Repeat Business Customers Rate	N/A	TBD				
LOS ANGELES COUNTY LOCAL PERFORMANCE MEASURES	Adult	DW	Out of School Youth	In School Youth	Work Based Learning	Total
New Enrollments	520	220	460	110	270	1,580
Training enrollments	220	90	160	N/A	N/A	470
Priority Population Enrollments (Adult Only)**	55%	N/A	N/A	N/A	N/A	55%
Re-Entry Population Enrollments (Adult and Out of School Youth Only)	10%	N/A	10%	N/A	N/A	10%
Individuals with Barriers Enrollments (i.e. Veterans, Disabled, Homeless, Limited English Proficient, Foster Youth)	40%	40%	40%	40%	N/A	40%
Exits*	85%	85%	85%	85%	85%	85%
WIOA Adult & Dislocated Worker Placements	75%	75%	N/A	N/A	N/A	75%
WIOA Youth Placements	N/A	N/A	65%	65%	N/A	65%
% of Required Follow-ups Due Completed	100%	100%	100%	100%	N/A	100%
LOS ANGELES COUNTY LOCAL BUSINESS SERVICES MEASURES						
# of New Businesses Engaged	Goals are subject to change based on final regulations and/or County policy					TBD
% of Businesses Served that are Repeat Businesses						TBD
% Increase in Number of Businesses Served (measured in year 2)						TBD
% of Businesses Engaged within Identified Priority/High Growth Sectors						TBD
% of Businesses Engaged that Submitted Job Orders						TBD
% of Businesses Engaged in Priority/High Growth Sectors that Submitted Job Orders						TBD
% of Job Orders Filled						TBD
% of of Job Orders Filled within Identified Priority/High Growth Sectors						TBD
Average Number of Days to Fill Job Orders						TBD
LOS ANGELES COUNTY LOCAL TRAINING MEASURES						
Training Expenditures	100%	100%	100%	N/A	100%	TBD
Training Expenditures in Priority Sectors	50%	50%	50%	N/A	N/A	50%
% of High Growth Sector Trainings that were Successfully Completed	85%	85%	85%	85%	N/A	85%
% of Trainings Conducted that are Apprenticeships	TBD	TBD	TBD	TBD	N/A	TBD
% of Expended Work Experience Allocation	N/A	N/A	100%	N/A	100%	100%

[‡] Formerly known as Universal Access under WIA, this will be used to measure and track overall AJCC performance.

* Percentage will be calculated based on total exits (Closures plus soft exits) in the FY divided by Participants Served (Carryovers plus New Enrollments).

** Priority Population refers to participants that are basic skills deficient, on public assistance or other low-income individuals.

**LOS ANGELES COUNTY AMERICA'S JOB CENTER OF CALIFORNIA
SOUTH LOS ANGELES AJCC & WESTSIDE AJCC**

PERFORMANCE MEASURES AND GOALS

AJCC BASIC CAREER SERVICES MEASURES[‡]						
AJCC Basic Career Services Participants Served	5,800					
Entered Employment (2nd quarter after exit)	Goals will be based on final negotiations between DOL and EDD					TBD
Entered Employment (4th quarter after exit)						TBD
Median Earnings						TBD
Credential Rate						TBD
In-Program Skills Gain						TBD
Employer measures						TBD
DEPARTMENT OF LABOR WIOA PROGRAM ACCOUNTABILITY MEASURES						Adult
Entered Employment (2nd quarter after exit)	Goals will be based on final negotiations between DOL and EDD				N/A	TBD
Youth Placement in Employment/Education/Training (2nd quarter after exit)					N/A	TBD
Entered Employment (4th quarter after exit)					N/A	TBD
Youth Placement in Employment/Education/Training (4th quarter after exit)					N/A	TBD
Median Earnings					N/A	TBD
Credential Rate					N/A	TBD
In-Program Skills Gain					N/A	TBD
Employer Measures					N/A	TBD
Retention Rate with Same Employer					N/A	TBD
Employer Penetration Rate (Market Penetration)					N/A	TBD
Repeat Business Customers Rate	N/A	TBD				
LOS ANGELES COUNTY LOCAL PERFORMANCE MEASURES	Adult	DW	Out of School Youth	In School Youth	Work Based Learning	Total
New Enrollments	180	80	160	40	100	560
Training enrollments	80	30	60	N/A	N/A	170
Priority Population Enrollments (Adult Only)**	55%	N/A	N/A	N/A	N/A	55%
Re-Entry Population Enrollments (Adult and Out of School Youth Only)	10%	N/A	10%	N/A	N/A	10%
Individuals with Barriers Enrollments (i.e. Veterans, Disabled, Homeless, Limited English Proficient, Foster Youth)	40%	40%	40%	40%	N/A	40%
Exits*	85%	85%	85%	85%	85%	85%
WIOA Adult & Dislocated Worker Placements	75%	75%	N/A	N/A	N/A	75%
WIOA Youth Placements	N/A	N/A	65%	65%	N/A	65%
% of Required Follow-ups Due Completed	100%	100%	100%	100%	N/A	100%
LOS ANGELES COUNTY LOCAL BUSINESS SERVICES MEASURES						
# of New Businesses Engaged	Goals are subject to change based on final regulations and/or County policy					TBD
% of Businesses Served that are Repeat Businesses						TBD
% Increase in Number of Businesses Served (measured in year 2)						TBD
% of Businesses Engaged within Identified Priority/High Growth Sectors						TBD
% of Businesses Engaged that Submitted Job Orders						TBD
% of Businesses Engaged in Priority/High Growth Sectors that Submitted Job Orders						TBD
% of Job Orders Filled						TBD
% of Job Orders Filled within Identified Priority/High Growth Sectors						TBD
Average Number of Days to Fill Job Orders						TBD
LOS ANGELES COUNTY LOCAL TRAINING MEASURES						
Training Expenditures	100%	100%	100%	N/A	100%	TBD
Training Expenditures in Priority Sectors	50%	50%	50%	N/A	N/A	50%
% of High Growth Sector Trainings that were Successfully Completed	85%	85%	85%	85%	N/A	85%
% of Trainings Conducted that are Apprenticeships	TBD	TBD	TBD	TBD	N/A	TBD
% of Expended Work Experience Allocation	N/A	N/A	100%	N/A	100%	100%

[‡] Formerly known as Universal Access under WIA, this will be used to measure and track overall AJCC performance.

* Percentage will be calculated based on total exits (Closures plus soft exits) in the FY divided by Participants Served (Carryovers plus New Enrollments).

** Priority Population refers to participants that are basic skills deficient, on public assistance or other low-income individuals.

CONTRACT DISCREPANCY REPORT

TO:

FROM:

DATES: **Prepared:** _____

Returned by Contractor: _____

Action Completed: _____

DISCREPANCY PROBLEMS: _____

Signature of County Representative

Date

CONTRACTOR RESPONSE (Cause and Corrective Action): _____

Signature of Contractor Representative

Date

COUNTY EVALUATION OF CONTRACTOR RESPONSE: _____

Signature of Contractor Representative

Date

COUNTY ACTIONS: _____

CONTRACTOR NOTIFIED OF ACTION:

County Representative's Signature and Date _____

Contractor Representative's Signature and Date _____