

Exhibit A SCOPE OF WORK

Contractor will provide Workforce Innovation and Opportunity Act (WIOA) youth workforce development services as described below. The purpose of the WIOA Youth Workforce Development Program is to support the delivery of innovative and comprehensive workforce services to out-of-school youth (OSY) ages 16 -24 and in-school youth (ISY) ages 14-21 who reside within Phoenix and are experiencing significant barriers to education, training and employment. This Contract is governed by Catalog of Federal Domestic Assistance (CFDA) Number 17.259. In addition to WIOA funds, the City sometimes receives funding for special projects and initiatives. Contractor will be required to partner with the City to deliver supplemental services.

Contractor will begin phased-in start-up operations during a transition period between April 1, 2021 and June 30, 2021 and must be fully operational to provide services on July 1, 2021.

A. Staffing

Contractor must: 1) provide adequate staff of sufficient qualifications and experience to effectively perform these services, and 2) ensure its staff is qualified and trained in state and local WIOA policies and regulations; case management; eligibility determination, verification, and documentation; assessments; the required program elements; file maintenance and documentation; quality assurances; and other appropriate workforce credentials.

Contractor's staff must perform case management functions while working as a professional partner with each youth to: 1) identify and prioritize personal strengths and needs; 2) establish realistic training, education, and employment goals/objectives; 3) develop a plan of action to achieve established goals and objectives; 4) access needed resources; and 5) develop a strategy that will empower the youth to access services on her or his own and reduce dependence on social programs. Contractor must also incorporate mental/behavioral health services, trauma-informed case management and other supports to program participants.

B. Priority Service Areas and Service Delivery Locations

Contractor will provide services virtually and in-person at its Phoenix location(s) listed below and have a space or a small area to allow for confidential conversations between staff and participants.

Contractor will provide services to eligible OSY and ISY in all zip codes throughout Phoenix.

C. Youth Participant Eligibility and Target Populations

WIOA requires that all participating youth meet certain eligibility criteria and be determined eligible prior to enrollment and receipt of WIOA-funded services. Contractor is responsible for the determination, verification, and documentation of WIOA eligibility for youth workforce program participants as well as the maintenance of each participant's eligibility file and required documentation.

WIOA funded services may be provided to OSY and ISY as outlined in Section 205 (Eligibility Determination - pages 23-28) in the [Arizona Department of Economic Security's Workforce Innovation and Opportunity Act Policy Manual](#). In addition to these eligible youth (Target Populations), the City has further identified youth residing in City of Phoenix Public Housing as an additional Target Population.

D. Fourteen Required Program Elements

Contractor's youth workforce development program must provide or make available the following 14 required program elements.

Academic Skills Enhancement

1. Tutoring, Study Skills Training, Instruction, and Dropout Prevention activities that lead to completion of a high school diploma or recognized equivalent including dropout prevention strategies.
2. Alternative Secondary School and Dropout Recovery Services assist youth who have struggled in traditional secondary education or who have dropped out of school, as appropriate.

Workplace Preparation

3. Paid and Unpaid Work Experience is a structured learning experience in a workplace and provides opportunities for career exploration and skill development, which may include:
 - a. Summer employment opportunities and other employment opportunities available throughout the school year;
 - b. Pre-apprenticeship programs;
 - c. Internships and job shadowing; and
 - d. On-the-Job Training opportunities
4. Occupational Skills Training is an organized program of study that provides specific skills and leads to proficiency in an occupational field that are aligned with in-demand industry sectors or occupations in the local area.
5. Education Offered Concurrently with Workforce Preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills.

Workplace Success

6. Leadership Development Opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors such as:
 - a. Exposure to postsecondary educational opportunities;
 - b. Community and service learning projects;
 - c. Peer-centered activities, including peer mentoring and tutoring;
 - d. Organizational and teamwork training, including team leadership training;
 - e. Training in decision-making, including determining priorities and problem solving;
 - f. Citizenship training, including life skills training such as parenting skills and work-behavior training;
 - g. Civic engagement activities, which promote the quality of life in a community; and
 - h. Other leadership activities that place the youth in a leadership position such as serving on the standing youth committee.
7. Supportive Services enable an individual to participate in WIOA activities. These are services such as transportation, childcare, housing, and other needs-related services.
8. Adult Mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement. Mentoring must last for at least 12 months and occurs during the program year and following exit from the program.
9. Follow-up Services are required for a minimum of 12-month period after the completion of the program, unless the participant declines to receive follow-up services, or the participant cannot be contacted or located following program exit. Follow-up services help ensure youth succeed in employment or education.
10. Comprehensive Guidance and Counseling provides individualized counseling to participants, including drug/alcohol, mental health counseling and referrals to partner programs, as appropriate.
11. Financial Literacy Education provides youth with the knowledge and skills they need to achieve long-term financial stability.

Small Business Learning

12. Entrepreneurial Skills Training provides the basics of starting and operating a small business and develops entrepreneurial skills.

Transition Support

13. Services that Provide Labor Market Information offer employment and labor market information about in-demand industry sectors or occupations.

14. Postsecondary Preparation and Transition Activities help youth prepare for and transition to postsecondary education and training.

E. Outreach

Contractor will implement an outreach and marketing plan informing OSY and/or ISY, particularly among target populations and in priority service areas, about available WIOA services. Contractor will also be highly encouraged to engage youth in designing and planning targeted, culturally competent, outreach and engagement strategies.

1. Social Media: Contractor will:
 - a. Use social media outlets for outreach and recruitment purposes.
 - b. Submit a social media plan that includes metric baselines and achievable goals.
 - c. Create and share approved video content to promote ARIZONA@WORK program/services on any relevant streaming video media provider or social media platform.
2. Website: Contractor will keep its organizational website updated with relevant resources, event information, contact information, success stories, and a link to ARIZONA@WORK at all times. Contractor will promote any system-wide (includes ARIZONA@WORK City of Phoenix) events via its website.
3. Texting: Contractor is encouraged to use a text messaging application to communicate regularly with youth. At a minimum, this communication will include reminders for appointments, checking-in, and invitations to workforce-related events.
4. Recruiters: Contractor will actively involve youth program participants on its outreach and recruitment team. Contractor will encourage youth to speak positively and honestly about their experiences with other youth/peers. Recruitment efforts performed by program participants are allowable expenditures for paid "work experience."
5. Outreach: Contractor will conduct outreach with youth to engage them in a conversation about the program, both in person and virtually. Contractor will submit an outreach and recruitment plan that includes metric baselines and achievable goals.
6. Scheduling: Contractor will provide evening and weekend hours and recruitment activities to accommodate varied schedules for youth, as needed.
7. Collaboration: Contractor will execute a Memorandum of Understanding, as needed with partner agencies, community or faith-based organizations that have historically served this same demographic of youth or school districts to create

automatic pipeline for at-risk youth/youth who have dropped out of school/youth on the verge of dropping out of school. Contractor will track all referrals to and from the partners on the City's Referral platform once in place.

8. **Influencers**: Contractor will identify the influencers in each participant's life and include them, as much as possible, in the activities that a youth will participate in for her or his continued success throughout the program.

All outreach and recruitment materials created by Contractor must feature approved ARIZONA@WORK branding and be approved by HSD in writing prior to publication or distribution. Contractor will also coordinate with HSD to ensure its information is accurately presented on the ARIZONA@WORK City of Phoenix website.

F. Referrals

Contractor must utilize the ARIZONA@WORK City of Phoenix Referral System to track and manage youth participant referrals to WIOA Core Partners and is encouraged to link and share information with other youth serving organizations provided the appropriate releases of information have been signed.

Contractor must ensure any applicants who do not meet the WIOA eligibility enrollment requirements or who cannot be served by the WIOA youth program are referred for additional assistance to appropriate programs that meet their basic skills and training needs.

G. Individual Service Strategy (ISS)

Contractor is responsible for the development and documentation of an ISS for each participant based on the results of a youth's objective assessment. The ISS is an individualized, written plan of short and long-term goals that identifies potential barriers to achieving goals, support services needed, career pathways, education and employment goals, linkage to required youth program elements, incentives, and a timeframe in which each youth will be expected to complete activities and services related to each goal specified in the ISS. The ISS must be reviewed through completion of the plan to assess the continued relevance of the service strategy and the participant's progress towards goals. Contractor must have a referral process in place with identified partners for any needed services WIOA cannot provide.

H. Objective Assessment

Contractor is responsible for providing an objective assessment of the academic and occupational skill levels as well as needs and strengths of each participant to identify appropriate services and career pathways for each participant and to collect information for the ISS. Contractor may use any of the assessments approved by the Arizona Department of Economic Security's Division of Employment & Rehabilitation Services in [Informational Broadcast \(IB\) 20-014 Basic Skills Assessments Updates](#).

Contractor must provide eligible youth who do not enroll in WIOA programs with information regarding other applicable and appropriate services available through other local programs that have capacity to serve them. In addition, Contractor must provide eligible youth with referrals for further assessment if determined appropriate.

I. Additional Program Requirements

1. New Enrollments and Carryovers: Contractor will serve the minimum number of new youth for each new Program Year (PY), based on its contracted total number of youth served. Expected New Enrollment Rates are as follows: 65% of Total Youth in PY 2021-22, 70% of Total Youth Served in PY 2022-23, 75% of Total Youth Served in PY 2023-24 and 80% of Total Youth Served in PY 2024-25. Contractor may carryover additional youth from the previous Program Year, however this is in addition to the Contracted Total Youth Served Number.

	Proposed Total Youth Served (Contracted Enrollments)	2021-22 Program Year (65% of Contracted Enrollments)	2022-23 Program Year (70% of Contracted Enrollments)	2023-24 Program Year (75% of Contracted Enrollments)	2024-25 Program Year (80% of Contracted Enrollments)
JFCS	120				
New Enrollment Requirement		78	84	90	96
Allotted Carryover		42	36	30	24

2. Employer Connections: Connections to employers are essential in the creation of a system that can effectively assist youth to become highly skilled and employable. Examples include meaningful exposure to mentoring type of support and positive role model connections, exposure to the world of work and internship work experiences with resulting measurable skill increases. These connections should lead to greater potential for placements in employment. Contractor is encouraged to leverage employer support in terms of leveraged funds for training or wages, staff or operational needs related to training including space.
3. Job Development: Contractor will have one case manager focus on Job Development. This case manager’s duties and responsibilities will be as follows:
 - a. Seek and contact prospective employers about participants in the WIOA program.
 - b. Develop relationships with prospective employers for On-The-Job Training, internships, and work experience for WIOA participants.
 - c. Create and maintain written and electronic records of contacts and outcomes with employers.

- d. Coordinate with other staff to determine and meet participants' job placement needs and follow-up activities.
 - e. Provide a quarterly report on all job development activities for WIOA participants.
4. Case Manager Ratio: To ensure the effective delivery of services, Contractor must maintain a customer-to-case manager ratio of 40 to 1. This will provide program staff enough time to provide effective service to customers.

Contractor must hold monthly case manager and program supervisor meetings to work on continuous improvement initiatives and conduct professional development training with staff and require staff to attend training sessions conducted by the City. Total number of participants to be served is subject to change.

HSD recommends that all case managers begin the process of becoming [Certified Workforce Development Professionals](#).

5. Community of Practice: Contractor will participate in regularly scheduled convenings with other providers for peer-to-peer learning, sharing of best practices, reviewing key performance indicators and to gain technical assistance from HSD.
6. Partnerships: Contractor will leverage partnerships to the benefit of Phoenix youth and will partner with ARIZONA@WORK Career Services and Business teams to effectively coordinate services, leverage resources, and facilitate referrals of youth participants to the most appropriate services. As appropriate, Contractors will make referrals to partners including Title I (Adult, Dislocated Worker, Youth), Title II (Adult Education), Title III (Wagner-Peyser Act) and Title IV (Vocational Rehabilitation).

J. Measures of Success

The City will measure Contractor's performance annually, or as frequently as needed, for consistency with the elements and responsibilities in the scope of work, WIOA requirements, PBWDB goals, and HSD-issued standards of work through the provision of the following services:

1. Career Pathways: Contactor's program must place a strong emphasis on career pathways as defined as a combination of rigorous and high-quality education, training and other services that accomplish the following:
 - Aligns with the skill needs of industries in the economy of the State or region;
 - Prepares an individual to be successful in any of a full range of secondary or postsecondary education options;
 - Includes counseling to support an individual in achieving the individual's education and career goals;
 - Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

- Organizes education, training, and other services to meet the needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- Enables an individual to attain a secondary school diploma or its recognized equivalent and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.

All career pathways must also include work experience opportunities for all participants.

2. Work Readiness Training: To ensure WIOA youth workforce participants transition successfully into employment and/or postsecondary education, Contractor will require them to attend either an in-person or virtual work readiness workshop that includes Signal Success, a youth-related evidence-based work readiness curriculum. The City and all contractors will rotate responsibility for conducting this workshop for all youth participants enrolled in the City's WIOA youth program. Contractor is responsible for designating staff to participate in Signal Success series workshop facilitation rotation.
3. Youth Development: Contractor's programs must reflect the positive youth development principles woven throughout WIOA by incorporating best practices and approaches to assisting youth develop to their full potential.

K. Fiscal Requirements

1. OSY/ISY Split: At least 75% of the Contractor's annual WIOA youth program budget must directly support OSY programs, with the remaining funding supporting ISY programs.
2. Administration Cost: It is expected that administrative cost, both direct and indirect, will represent a small portion of the program budget and will not exceed 10%.
3. Work Experience Expenditure Requirements: The City must spend at least 20% of all funds allocated to the WIOA Youth Workforce Program on paid and unpaid Work Experience. Therefore, Contractor must spend no less than the amount listed in its annual budget (Exhibit B) for workforce expenditures. Allowable expenditures beyond wages can include staff time spent identifying potential work experience opportunities, staff time working with employers to develop the work experience, staff time spent working with employers to ensure a successful work experience, staff time spent evaluating the work experience, participant work experience orientation sessions, classroom training or the required academic education component directly related to the work experience and orientation for employers.
4. Subcontractors: Contractor may use a maximum of one subcontractor to provide these services. Contractor will serve as the fiscal agent and be solely responsible

for ensuring any subcontractor are in compliance with all terms and conditions of contract administration, fiscal management of the contract and accountability for program outcomes and budgeted expenditures. Procurement of any subcontractors must also comply with state and local laws and CFR §§200.318–326. All subcontracts funded with WIOA must be reviewed and approved by HSD prior to executing.

5. Leverage/Match: Leverage/Matching funds are not required; however, blending or braiding of funds is encouraged, and will be considered by the evaluation panel. Contractor must report leveraged resources from partners over the life of this contract.

L. Accountability and Performance Measurements

1. Tracking Requirements: Contractor must use the Arizona Job Connection (AJC) data management system and execute a user agreement with the Arizona Department of Economic Security to track individual participant data including eligibility determination, demographics, services received, case notes, outcomes and follow-up data. Timely data entry is required and must be entered within 15 calendar days from the date an activity or service is provided. HSD staff will conduct ongoing monitoring to evaluate the timely use of AJC. Failure to comply with the required use will result in corrective action and may result in contract termination.
2. File Maintenance and Documentation: Contractor must use electronic signatures and maintain electronic case files for each WIOA enrolled participant that must include all required documentation, including but not limited to documentation of program eligibility, assessments, printed forms and case notes, training paperwork, and attendance records, as appropriate. Mandatory technical assistance and staff training on WIOA program eligibility, priority of service, documentation, file maintenance, and performance and financial reporting will be provided. Contractor is responsible for ensuring ongoing staff expertise and cooperation. Youth enrolled prior to July 1, 2021 are not required to have an electronic case file.
3. EO Requirements and Accessibility: Pursuant to WIOA CFR 678.800 (e), all comprehensive and affiliate one-stop center locations must comply with applicable physical and programmatic accessibility requirements as set forth in 29 CFR part 38 and the implementing regulations of WIOA (Section 188). **Contractor is prohibited from providing services to participants until HSD has issued written authorization that Contractor's third-party documentation verifying its locations comply with these regulations has been received by the City and is sufficient.**
4. Job Center Certification: Pursuant to WIOA CFR 678.800 (d), Contractor's facilities that will be used to provide these services are considered affiliate one-stop centers. Contractor will comply with the PBWDB one-stop center certification process, which will evaluate a facility once every three years for its effectiveness, including

customer satisfaction, physical and programmatic accessibility, and continuous improvement. This certification process must be completed for any new facility prior to services being provided at that location.

5. Federal Performance and Program Performance and Delivery Measures: Contractor must submit monthly reports to HSD, as directed by WIOA to ensure fiscal and program compliance, and is responsible for meeting or exceeding the WIOA federal performance levels and any other measures as prescribed by the PBWDB and the State of Arizona.

a. Federal performance measures and their respective outcomes are based on negotiations between the State of Arizona and the PBWDB. For program year 2021 and 2022 the negotiated levels are listed below:

WIOA Program	Negotiated PY 20 and PY 21
WIOA Youth (14-24)	
Employed, in education, or in Occupational Skills Training 2 nd quarter after exit	71.3%
Employed, in education, or in Occupational Skills Training 4th quarter after exit	67%
Median Wage	\$4,500.00
Credential	44%
Measurable Skills Gain	52.8%

b. During the program year, the contractor will also be monitored and evaluated on the Program Performance and Delivery Measures below.

Program Service and Delivery Measures	
WIOA Youth (14-24)	
Total Youth Served	Negotiated with subrecipients
*New Youth Served (Fraction of Total Youth Served)	PY 2021-22 –65% of Enrollments/Allotted Carry over PY 2022-23 –70% of Enrollments/Allotted Carry over PY 2023-24 –75% of Enrollments/Allotted Carry over PY 2024-25 – 80% of Enrollments/Allotted Carry over
Customer Satisfaction	90%
Work Experience Expenditure Requirements	100%

*Contractors are required to serve the minimum number of new youth for each new program year, based on their contracted total number of youth served. Expected New Enrollment Rates are as follows: 65% of Total Youth in PY 2021-22, 70% of Total Youth Served in PY 2022-23, 75% of Total Youth Served in PY 2023-24 and 80% of Total Youth Served in PY 2024-25. Contractors can carryover additional youth from the previous program year, however this is in addition to the Contracted Total Youth Served Number.

c. Contractor must comply with the Phoenix Business and Workforce Development Board’s Contractor Risk Assessment Monitoring (CRAM) Policy (300.312), which can be found at <https://arizonaatwork.com/locations/city-phoenix>. This Policy stipulates Contractor’s obligations to create and submit a Correction Action Plan to Youth Workforce Program staff within 30 days of any quarter in

which Contractor's performance falls into the high-risk range. Contractor will submit the updated Corrective Action Plan to the Youth Workforce Program staff on a monthly basis until all items are completed and accepted by the Deputy Human Services Director. The Policy outlines additional circumstances under which Contractor would be required to submit a Corrective Action Plan and identifies reduced service levels, ineligibility for contract extensions, and/or Contract termination as possible outcomes for Contractor's failure to submit a Corrective Action Plan and/or resolve all issues on a Corrective Action Plan.