



County of Los Angeles
DEPARTMENT OF PUBLIC SOCIAL SERVICES

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November 26, 2024

The Honorable Board of Supervisors
 County of Los Angeles
 383 Kenneth Hahn Hall of Administration
 500 West Temple Street
 Los Angeles, California 90012

Dear Supervisors:

**RECOMMENDATION TO EXTEND THE
 GREATER AVENUES FOR INDEPENDENCE CASE MANAGEMENT SERVICES CONTRACT
 WITH MAXIMUS US SERVICES, INC.
 (ALL DISTRICTS – 3 VOTES)**

SUBJECT

The Department of Public Social Services (DPSS) seeks the Board of Supervisors’ (Board) approval to extend the current Greater Avenues for Independence (GAIN) Case Management (GCM) Services contract (#79191) for 12 months, effective January 1, 2025 through December 31, 2025, with an option to extend the contract for an additional 12 months, through December 31, 2026. These services assist CalWORKs participants in achieving economic stability and mobility through employment. The current contract expires on December 31, 2024.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Director of DPSS, or designee, to execute an amendment substantially similar to Enclosure I to extend the GCM Services contract for 12 months, from January 1, 2025 through December 31, 2025, with Maximus US Services Inc. (Maximus). The annual contract amount for the 12-month extension is \$17,305,991. The cost of the GCM Services contract is fully funded by CalWORKs Single Allocation. Funding for the extension period will be included in the Department’s annual budget requests. The approval of County Counsel as to form will be obtained prior to executing such amendment and a cost analysis will be submitted to the Auditor-Controller (AC) for approval, if warranted. The Director of DPSS, or designee, shall notify the Board within ten business days of executing such an amendment.
2. Delegate authority to the Director of DPSS, or designee, to prepare and execute an amendment to the contract to extend for an additional 12 months, from January 1, 2026 through December 31,

2026, provided it is in the best interest of the County. The approval of County Counsel as to form will be obtained prior to executing such amendment. DPSS will also seek AC cost analysis review, if warranted. The Director of DPSS, or designee, shall notify the Board within ten business days of executing such an amendment.

3. Delegate authority to the Director of DPSS, or designee, to prepare and execute amendments to the contract for: (a) instances which affect the scope of work, contract term, contract sum, payment terms, or any other term or condition in the contract; (b) additions and/or changes required by the Board or Chief Executive Officer (CEO); (c) changes to be in compliance with applicable County, State, and federal regulations, or (d) increases or decreases of no more than ten percent of the Contract Sum based on the Contractor's performance, County needs, and funding availability. The approval of County Counsel as to form will be obtained prior to executing such amendments and a cost analysis will be submitted to the AC for approval, if warranted. The Director of DPSS, or designee, shall notify the Board within ten business days of executing such an amendment.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The recommended action will ensure the continuous, uninterrupted provision of GCM Services to the Department's CalWORKs Welfare-to-Work participants in GAIN Region II (Antelope Valley, Santa Clarita area, and the Western San Fernando Valley) and Region VII (eastern part of the San Fernando Valley, including Glendale). Furthermore, the recommended action will allow the Department to prepare to bring the GCM Services in-house.

The current GCM Services contract was approved by the Board on November 16, 2021. The contract term is February 1, 2022 through December 31, 2024. GCM Services assist CalWORKs participants overcome any barriers to employment and achieve economic stability and mobility through employment.

The extension is permissible under California Department of Social Services (CDSS) contracting regulations 23-650.1.18, which provides that contracts may be negotiated without formal advertising with CDSS approval when necessitated by unique circumstances.

Implementation of Strategic Plan Goals

The recommended actions support the 2024-2030 County Strategic Plan; specifically, under North Star 1: Make investments that transform lives. The strategies used under Focus Area Goal B (Employment and Sustainable Wages) include: (i.) Remove Barriers, (ii.) Job Preparation, and (iv.) Sustainable Wages.

FISCAL IMPACT/FINANCING

The maximum cost for the 12-month extension, from January 1, 2025 through December 31, 2025, is \$17,305,991. The contract is fully funded with CalWORKs Single Allocation. There is no Net County Cost impact.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Maximus is a publicly held company with its headquarters located in Virginia. Maximus subcontracts with the non-profit corporation JVS SoCal, to provide GCM Services. This contract is subject to

Proposition A and the Living Wage Program (Los Angeles County Code, Chapter 2.201). Pursuant to Proposition A, DPSS conducted a cost analysis and determined the contract is cost-effective, and the AC agreed. Maximus agrees to fully comply with all requirements of the Living Wage Program and agrees to pay employees providing County services the current living wage rate. The contract does not include a cost-of-living adjustment provision.

The amendment will not result in the unauthorized disclosure of confidential information and will be in full compliance with federal, State, and County regulations.

This contract is subject to Proposition A and the Living Wage Program (Los Angeles County Code, Chapter 2.201). Maximus agrees to fully comply with all requirements of the Living Wage Program and agrees to pay full-time and part-time employees providing County services the current living wage rate. The contract does not include a cost-of-living adjustment provision. The AC has reviewed the cost analysis for the extension period and has determined the contract is still cost effective (Enclosure II).

County Counsel and the CEO reviewed this Board letter and County Counsel has approved the amendment as to form. The contractor is in compliance with all Board, CEO, and County Counsel requirements.

CONTRACTING PROCESS

In 2020, GCM Services were solicited through a competitive process under Los Angeles County Code, Chapter 2.21 et seq. (Proposition A). On July 18, 2023, DPSS submitted a request to CDSS for approval to extend the GCM Services contract. CDSS approved the Department's request on September 20, 2023, for an additional 2 years.

Under the contract, Maximus is required to achieve specified case management objectives, performance outcomes, and key measures. In addition, Maximus' performance is evaluated for service delivery, fiscal accountability, and customer satisfaction. Maximus was overall in compliance with contract terms and conditions and continues to partner with the County to enhance performance. No deductions or incentives have been applied to Maximus.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The recommended action will not infringe on the role of the County in relationship to its responsibility to its residents, and the County's ability to respond to emergencies will not be impaired. There is no change in risk exposure to the County. In the event of default by Maximus, the County will provide GCM Services in the contracted regions.

CONCLUSION

Upon Board approval, the Executive Officer, Board of Supervisors, is requested to return one adopted, stamped Board letter to the Director of DPSS.

The Honorable Board of Supervisors

11/26/2024

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Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jackie Contreras". The signature is fluid and cursive, with a long horizontal stroke at the end.

JACKIE CONTRERAS, Ph.D.

Director

JC:lt

Enclosures

c: Chief Executive Office
Executive Office, Board of Supervisors
County Counsel
Auditor-Controller

**AMENDMENT NUMBER TWO
TO THE CONTRACT BY AND BETWEEN
COUNTY OF LOS ANGELES
AND
MAXIMUS US SERVICES, INC.
FOR
GREATER AVENUES FOR INDEPENDENCE
CASE MANAGEMENT SERVICES**

Reference is made to the Agreement entitled “*Contract By and Between County of Los Angeles (County) and Maximus US Services, Inc., (Contractor) for Greater Avenues for Independence (GAIN) Case Management Services*” dated November 16, 2021, Amendment Number One, effective September 1, 2023, and further identified as County Contract Number 79191 (hereinafter referred to as “Contract”).

WHEREAS, the County of Los Angeles Board of Supervisors has delegated authority to the Director of the Department of Public Social Services (DPSS) or designee, to execute this Amendment;

WHEREAS, County finds it necessary to provide continuous GAIN Case Management Services to CalWORKs participants through December 31, 2025;

WHEREAS, it is to the mutual benefit of County and Contractor to extend the term of the Contract and to modify the Total Contract Sum to include the 12-month extension;

WHEREAS, it is to the mutual benefit of the County and Contractor to modify certain provisions; and

WHEREAS, revisions to the Contract are referenced in **bold** throughout this amendment.

NOW THEREFORE, the County and Contractor hereby agree to amend this Contract as follows:

- I. This Amendment Number Two shall be effective January 1, 2025, or upon execution by the Director of DPSS, whichever is later.
- II. All references to “Job Club” in the Contract and Statement of Work will now be deemed to be “**Focus 360**”.
- III. All references to “General Relief Opportunities for Work (GROW)” in the Contract and Statement of Work will now be deemed to be “**Skills & Training to Achieve Readiness for Tomorrow (START)**”.

- IV. All references to the Welfare-to-Work (WtW) 24-Month Time Clock are deleted in their entirety.
- V. **Contract, Section 2.0, DEFINITIONS, Subsection 2.18, CalWORKs Federal Standards – Countable Core Activities**, is deleted in its entirety.
- VI. **Contract, Section 2.0, DEFINITIONS, Subsection 2.46 County Holidays (s)**, is revised to read as follows:

2.46 County Holiday(s)

Days on which County departments are closed for business in observance of significant events. A list of County observed holidays may be found on the County's website <https://lacounty.gov/government/about-la-county/about/>.

- VII. **Contract, Section 2.0, DEFINITIONS, Subsection 2.71, Family Stabilization (FS)**, is revised to read as follows:

2.71 Family Stabilization (FS)

Services offered to GAIN Participants experiencing an identified barrier that is destabilizing their family and interfering with their participation in WtW activities. FS addresses destabilizing situation including but not limited to:

- **Homelessness or imminent risk of homelessness;**
- **Lack of safety due to domestic violence;**
- **Untreated or undertreated behavioral needs, including mental health or substance abuse related needs; and/or**
- **Other non-medical needs.**

- VIII. **Contract, Section 2.0, DEFINITIONS, Subsection 2.138, Welfare-to-Work (WtW) 24-Month Time Clock**, is deleted in its entirety.

- IX. **Contract, Section 2.0, DEFINITIONS**, is revised to add the following Subsections:

2.141 Family Preservation (FP)

Service coordination for CalWORKs/Greater Avenues for Independence (GAIN) participants with a Department of Children and Family Services (DCFS) Family Preservation plan. FP GAIN Services Workers (GSWs) integrate DPSS expertise into DCFS FP Multi-Disciplinary Case Planning family meetings to provide WtW GAIN services and incorporate DCFS FP activities in participants' WtW plans. (FP is for CalWORKs active participants at risk of losing their child(ren) or recently reunified).

2.142 Family Reunification

Service coordination for former CalWORKs participants whose children were removed by DCFS and who have a Family Reunification Plan in place with DCFS and volunteer to receive WtW GAIN services for six months from the date of child removal. FR services can be extended for an additional six months with Good Cause.

2.143 Linkages Family Maintenance

Service coordination activities for DCFS families involved in Family Maintenance (FM) and CalWORKs/GAIN but are not receiving Family Preservation services. FM GAIN Services Workers provide WtW GAIN services and incorporate DCFS FM activities in Participants' WtW plans.

2.144 Technical Preparation (Tech Prep)

A five-day technology preparation course for building basic computer and internet skills to ensure success in Focus 360, school, and employment.

X. Contract, Section 4.0, TERM OF CONTRACT, Subsection 4.1, is revised to read as follows:

4.1 The term of this Contract shall be for a period of thirty-five (35) months. The Contract is effective February 1, 2022, or one day following Board approval, whichever is later. Direct Case Management Services will begin February 1, 2022 through December 31, 2024.

4.1.1 The Contract term shall be extended for a period of 12 months, beginning January 1, 2025 through December 31, 2025.

4.1.2 The County shall have the option to extend the Contract term for an additional 12 months, from January 1, 2026 through December 31, 2026. The extension may be exercised at the sole discretion of the Director of DPSS, or designee.

XI. Contract Section 5.0, CONTRACT SUM, Subsection 5.1, Total Contract Sum, is revised to read as follows:

5.1 Total Contract Sum

The Total Contract Sum is based on the thirty-five (35) month Contract term from February 1, 2022 through December 31, 2024. The maximum basic

compensation amount of this Contract is \$40,104,166.67 for the thirty-five (35) month term of the Contract.

Supplemental Contract Sum

The maximum compensation amount to fund two additional units for the 16-month term of September 1, 2023 through December 31, 2024, is \$1,815,533.15. The additional funding is based on an average caseload increase of 16 percent more than originally projected. In the event the caseload declines, and the additional units are not justifiable based on demonstrated need, the Contractor shall not be entitled to payment or reimbursement for the two additional units.

Extension Contract Sum

The maximum basic compensation amount for the 12-month extension, from January 1, 2025 through December 31, 2025, is \$17,305,991.

The County will review caseloads in no more than three-month intervals. Month One will begin at the time the amendment becomes effective. The County shall increase or decrease the Contract Sum should the caseloads increase or decrease by at least 10 percent. Should the County increase or decrease the Contract Sum, Contractor shall implement increases or decreases within 30 calendar days. Contract Sum increases are subject to the availability of funding and at the discretion of the County.

Contractor shall pay any and all taxes as are now in effect or shall hereafter be imposed or levied that may be applicable to this Contract or any of the work performed hereunder, including payroll (including FICA), income, and sales/use taxes. Contractor shall be solely liable and responsible for, and shall indemnify, defend, and hold County harmless from, any and all sales/use tax claims arising hereunder.

5.1.1 Contract expenditures that exceed the Total Contract Sum or the annual maximum shall not be reimbursed by County and shall become the fiscal responsibility of Contractor.

5.1.3 Basic Compensation

The Contractor shall be compensated at a flat monthly fee for operating all aspects of the requirements of this Contract (i.e. case management, job placement, Post-Employment Services, etc.) for the GAIN Regions being contracted. Payment to the Contractor will be made in arrears on a monthly basis at the rate of \$1,145,833.33

per month. The supplemental monthly amount of \$113,470.82 will be added effective September 1, 2023 **through December 31, 2024**, for a new total of \$1,259,304.15. **For the 12-month extension term from January 1, 2025 through December 31, 2025, payment will be made in arrears on a monthly basis at the rate of \$1,442,165.91 per month.**

The flat monthly fee will be subject to performance penalty deductions as specified hereunder. Furthermore, the flat monthly fee will be subject to a one and one-half (1.5) percent deduction should filled staffing positions fall below **90 percent** of staff positions specified in the Contractor's budget. A position is filled if an employee is occupying the position on the last Business Day of the month or if the position was occupied for a simple majority of the Business Days of the month, provided that Contractor may not move staff among positions during the month to satisfy this requirement.

XII. Contract, Section 5.0, CONTRACT SUM, Subsection 5.8, Performance Incentives and Deductions, is deleted in its entirety and revised to read as follows:

5.8 Performance Deductions

The County's goal is to assist WtW Participants in overcoming Barriers to employment and achieving Self-Sufficiency. The fiscal deductions are as follows: Commencing with the first month of direct services, the Contractor's performance will be monitored for every quarter period (the first quarter period is February 1, 2022 through April 30, 2022) in the following **five** Performance Outcomes, as specified in Exhibit B, Statement of Work Technical Exhibit **14.1**, Performance Outcomes Summary Chart:

1. Work Participation Rate (WPR) – Every quarter, achieve a WPR of 50% for TANF work-eligible Participants.
2. Sanction **Resolution** Rate – **Every quarter, achieve a Sanction Resolution Rate of 5%.**
3. **Sanction Rate – Every quarter, achieve a Sanction Rate of 12%.**
4. Employment Placement Rate – Every quarter, achieve an Employment Placement Rate of 9%.
5. **Engagement Rate – Every quarter, achieve an Engagement Rate of 50%.**

These Performance Outcomes are to be consistent with Program, County and/or State/Federal priorities. Should there be a change in Federal, State and/or County policies/regulations, the County may amend these Performance Outcomes via a contract amendment, as detailed hereunder. Exhibit A, Statement of Work, Subsection 12.2.1, provides additional information regarding these Performance Outcomes. These Performance Outcomes are subject to change based on the GAIN Program and the County goals. When such changes occur, the County will meet with the Contractor to discuss the changes and determine how such changes impact Contractor's ability to meet the performance standards. Such discussions will be considered in assessing whether deductions may be waived, as specified hereunder.

5.8.1 Performance Deductions

The Contractor shall be assessed a maximum of two (2) percent financial deductions of the flat monthly fee under the following provisions:

1. If the Contractor does not achieve the required standards for the Performance Outcomes in the quarterly evaluation period, the Contractor shall be subject to a performance deduction equal to one-half (0.50) percent of the flat monthly fee amount for each of the four Performance Outcomes in which Contractor failed to achieve the required standards, for a possible maximum deduction of two (2) percent.
2. The County shall waive the deduction on Performance Outcomes if the Contractor meets the Degree of Deviation in all the Key Measures as specified in Exhibit B, Statement of Work Technical Exhibit **15.1**, Key Measures Summary Chart.
3. The County, at its sole discretion, reserves the right to waive these deductions. **In lieu of imposing a performance deduction, the County shall, at its sole discretion, accept the Contractor's proposal for improvements or additional services that will aid the Contractor in meeting the Performance Outcomes. The County will review and approve the proposal within 30 days of receipt of the complete proposal.**

5.8.2 Fiscal Sanctions

If the County does not achieve the Federal Work Participation Requirements in any Federal FY covered by the period of this Contract as required by Federal law and, as a result, is subject to

a fiscal penalty, and Contractor's work participation rate is below the work participation rate obtained by County-operated Regions as specified in Exhibit B, Statement of Work Technical Exhibit **16.1**, Performance Requirements Summary (PRS) Chart, the Contractor shall be required to pay a proportionate amount of the penalty.

Contractor's penalty shall be prorated based on the total number of calendar months Contractor provided services in the Federal FY Sanction period under this Contract. The penalty amount shall be equal to the total fiscal penalty levied on County, multiplied by Contractor's proportionate percentage of County's total Caseload, or for the Federal FY for which the penalty is imposed.

County shall be entitled to indemnification for such penalty pursuant to Section 8.23, Indemnification. The Contractor's obligation to indemnify the County hereunder shall survive the termination or expiration of this Contract for any Federal or State claim that arises.

In the event a fiscal sanction not tied to Participant sanction, is imposed upon County, Contractor shall cooperate and actively participate with County in validating efforts or circumstances beyond the control of either Party and validating the degree of success or progress in meeting the overall participation requirement of all Assistance Units.

XIII. Contract, Section 8.0, STANDARD TERMS AND CONDITIONS, Subsection 8.11, Consideration of Hiring GAIN-GROW Participants, is revised to read as follows:

8.11 Consideration of Hiring **GAIN-START Participants**

8.11.1 Should the Contractor require additional or replacement personnel after the effective date of this Contract, the Contractor will give consideration for any such employment openings to participants in the County's Department of Public Social Services Greater Avenues for Independence (GAIN) Program or **Skills & Training to Achieve Readiness for Tomorrow (START) Program** who meet the Contractor's minimum qualifications for the open position. For this purpose, consideration will mean that the Contractor will interview qualified candidates. The County will refer **GAIN-START** participants by job category to the Contractor. Contractors must report all job openings with job requirements to:

GAINSTART@DPSS.LACOUNTY.GOV and BSERVICES@OPPORTUNITY.LACOUNTY.GOV

and DPSS will refer qualified GAIN/START job candidates.

8.11.2 In the event that both laid-off County employees and GAIN/START participants are available for hiring, County employees must be given first priority.

XIV. Contract, Section 8.0, STANDARD TERMS AND CONDITIONS, Subsection 8.44, Termination for Improper Consideration, Paragraph 8.44.2, is revised to read as follows:

8.44.2 The Contractor must immediately report any attempt by a County officer, employee, or agent to solicit such improper consideration. The report must be made to the Los Angeles County Fraud Hotline at (800) 544-6861 **or <https://fraud.lacounty.gov/>**.

XV. Contract, Section 8.0, STANDARD TERMS AND CONDITIONS, is revised to add the following provision:

8.60 Campaign Contribution Prohibition Following Final Decision in Contract Proceeding

Pursuant to [Government Code Section 84308](#), Contractor and its Subcontractors, are prohibited from making a contribution of more than \$250 to a County officer for twelve (12) months after the date of the final decision in the proceeding involving this Contract. Failure to comply with the provisions of [Government Code Section 84308](#) and of this paragraph, may be a material breach of this Contract as determined in the sole discretion of the County.

XVI. Exhibit A, Statement of Work, PREAMBLE, is revised to read as follows:

The County of Los Angeles seeks to collaborate with its community partners to enhance the capacity of the health and human services system to improve the lives of children and families. These efforts require, as a fundamental expectation, that the County's contracting partners share the County and community's commitment to provide health and human services that support achievement of the County's Strategic Plan Mission, Values, Goals, and Performance Outcomes.

The County's vision is a value driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service, and **connect individuals and families to social services that promote economic mobility and well-being**. This philosophy of service excellence is anchored in the County's shared values of: **1) Collaboration, 2) Accountability, 3) Responsiveness, and 4) Empathy.**

These shared values are encompassed in the County Strategic Plan's **five Priorities and Goals: 1) Reimagining Social Services, 2) Embracing Anti-Racism, Diversity and Inclusion, 3) Reimagining Administrative Services, 4) Investing in Our People, and 5) Cultural Alignment with DPSS Vision, Mission, and Values.** These require coordination, collaboration and integration of services across functional and jurisdictional boundaries, by and between County departments/agencies and community and contracting partners.

XVII. Exhibit A, Statement of Work, Section 1.0, STATEMENT OF WORK, Subsection 1.3, GAIN Case Management Services – Welfare-to-Work (WtW) Program, is revised to read as follows:

1.3 GAIN Case Management Services – Welfare-to-Work (WtW) Program

Contractor shall follow the GAIN Services Flow Plan as shown in Technical Exhibit 3, GAIN Flow Chart, developed by DPSS that captures, but is not limited to, a complex array of services offered to CalWORKs Participants under the GAIN Program.

1.3.1 Appraisal

Contractor must conduct a one-on-one initial Appraisal interview, administer the Online California Appraisal Tool (OCAT), and subsequent Appraisals with participant as needed. The Appraisal includes, but is not limited to:

1.3.1.1 Informing the participant of the following:

- a. Requirement to participate in available WtW activities for the hours that are required based on participant's household composition and the financial and social benefits of employment;
- b. Description of the GAIN Program, including available activities and Supportive Services, including Child Care;
- c. Availability of Specialized Supportive Services (SSS);
- d. **The ability to enroll in a public postsecondary educational institution at any time while on CalWORKs;**
- e. Participant's rights, duties and responsibilities, including a list of Exemptions from participation and the

consequences of failure or refusal to participate in program activity;

- f. Good Cause criteria for nonparticipation, right to request State hearing or file a formal grievance, and right to a Third-Party Assessment;
- g. Available Expungement Services; and
- h. The ADA Pub 4 - "Do You Need Help Because of a Disability?" form and explain the type of assistance DPSS can provide if a disability exists.

1.3.1.2 Obtaining Information from the participant on the following:

- a. Employment history, interests and skills;
- b. Educational history, including any identified Learning Disabilities;
- c. Housing status and stability;
- d. Language Barriers;
- e. Physical and behavioral health, including, but not limited to mental health and substance use disorder issues;
- f. Child health and well-being;
- g. Criminal background that may present a barrier to employment or housing stability;
- h. Past or present domestic abuse issues;
- i. Need for Supportive Services; and
- j. Any other information that may affect a participant's ability to participate in WtW activities.

1.3.2 Home Visiting Program (HVP)

Contracted Case Managers (CCMs) shall:

- 1.3.2.1** Verbally inform WtW participants of HVP and offer services during the GAIN Appraisal/OCAT.

- 1.3.2.2 Ensure informational materials are given to the participants.
- 1.3.2.3 Identify participants who are potentially eligible for HVP.
- 1.3.2.4 Determine if the participant has already begun the HVP enrollment process.
- 1.3.2.5 Call the designated telephone number with the participant if the participant is interested and has not already enrolled.
- 1.3.2.6 Send and receive HVP forms as appropriate.
- 1.3.2.7 Update the California Statewide Automated Welfare System (CalSAWS) with HVP information to maintain the HVP activity, and the HVP List and Detail Pages.
- 1.3.2.8 Communicate with the home visitor and participant to ensure the participant's needs are met.
- 1.3.2.9 Provide GAIN Case Management per existing procedures.
- 1.3.2.10 Ensure that all Supportive Services needs are met.

1.3.3 Family Stabilization (FS)

- 1.3.3.1 Contractor shall explain the FS Program and services to participants who screen positive or self-identify with SSS or destabilizing barriers. Based on this screening, and/or at any time the participant self-discloses a need for FS or SSS, the Contractor shall make Referrals as appropriate. Contractor shall make every effort to ensure participants are referred to FS timely and appropriately.
- 1.3.3.2 Contractor **FS CCMs** shall provide Intensive Case Management (**ICM**) to participants who have been identified with a barrier(s) through the FS Program as specified by State and DPSS FS policy and monitor participation hours and participant progress.
- 1.3.3.3 Contractor shall work with participants **receiving Family Maintenance (FM)/Family Preservation (FP) services** and incorporate participants' interaction with the Department of Children and Family Services (DCFS) Children's Social Worker or Family Preservation agency to develop the FS/WtW Plan.

Note: FM is an existing service offered similar to service coordination for mutual families in FP except FP service coordination includes and FP Agency and FM is direct service coordination between the GSW and CSW (DCFS).

1.3.3.4 Contractor shall develop appropriate concurrent GAIN activities based on the participant's ability and desire to participate in activities other than FS, if appropriate.

1.3.4 Specialized Supportive Services [Domestic Violence (DV), Clinical Assessment, Mental Health (MH), Substance Use Disorder (SUD)]

1.3.4.1 Contractor shall conduct a mandatory SSS screening to determine if a participant requires a **mandatory Clinical Assessment Referral and/or a Referral** for DV services, MH services, or SUD treatment.

Based on this screening, and/or at any time the participant self-discloses a need for SSS, the Contractor shall ensure SSS services and Domestic Violence Waivers are explained, offered, and documented. Additionally, Contractor shall make Referrals as appropriate and make every effort to ensure participants are referred to DV, Clinical Assessment, MH and/or SUD services timely and appropriately. The SSS agencies will provide a recommendation of the participants' ability to participate in GAIN activities, or if there is Good Cause from participating in GAIN.

1.3.4.2 Contractor must ensure that participants with SSS needs are assigned to SSS staff and expedited into the GAIN Program.

1.3.4.3 Timed-off participants who are not eligible for Post-Time Limit Services, but request SSS (i.e., MH, SUD, and/or DV) may be referred to Clinical Assessment and/or SSS services. Based on **the assessment and a review of the case**, the Contractor will evaluate and **submit recommendation to County Issuance and Approval (CIA) staff** for a CalWORKs time clock extender, if all other criteria have been met.

1.3.4.4 Contractor shall work with the participant, coordinating with SSS agencies, to develop appropriate concurrent GAIN activities for the participant.

1.3.4.5 Contractor shall also conduct SSS barrier screenings whenever the participant indicates a need for SSS or exhibits visual or verbal indications that SSS Barriers exist.

1.3.5 Homeless Supportive Services (HSS)

CalWORKs Participants identified as homeless or at risk of homelessness are to be expedited into the GAIN Program and provided Intensive Case Management Services in conjunction with intensive homeless Case Management Services provided by CalWORKs Homeless Case Managers (HCM).

1.3.5.1 The HSS CCM and CalWORKs HCM shall work together to ensure that the participant meets the basic requirements of the CalWORKs Housing program.

For two-parent households, the HSS CCM should offer FS or discuss Housing Search activity with the second parent to expedite the family's search for permanent housing.

1.3.5.2 The HSS CCM shall work with the participant to meet all GAIN requirements to qualify for housing benefits through one of the CalWORKs Housing Programs and/or when advised that the participant is being assisted at a County Family Solution Center by the HCM.

1.3.5.3 The HSS CCM shall open a Housing Family Program (HFP) – Housing Search activity if requested by the HCM. The HFP activities consist of various types of seminars addressing housing Barriers, i.e., housing search, life skills, money management, etc.

1.3.5.4 The HSS CCM shall work collaboratively with the HCMs and **the contracted** Resource & Referral/ Alternative Payment Program (R&R/APP) staff who are co-located at County Family Solution Centers (FSCs), to facilitate access to GAIN Services, enrollment in GAIN activities, and expedite Referrals to Child Care services, for participants being assisted at the FSCs.

1.3.5.5 The HSS CCM shall monitor the homeless indicator in the CalSAWS to determine the current homeless status and

submit recommendation to **CIA staff** to terminate open non-compliances and close/deny any pending Sanctions.

1.3.5.6 The HSS CCM shall evaluate if the participant has Good Cause. Once the Good Cause has expired, the HSS CCM shall contact the participant to arrange an appointment to discuss the participant's housing situation and again offer GAIN services and take any other action required by GAIN Homeless Policy.

1.3.5.7 The HSS CCM shall offer available Enhanced Transitional Subsidized Employment and/or other employment services.

1.3.5.8 Contractor shall participate in any outreach activities to the homeless population, including but not limited to, collocation at FSCs and/or CalWORKs District Offices.

1.3.6 Supportive Service Payments for Transportation, Ancillaries, and Diapers

Contractor must process Transportation, Ancillary and Diaper Supportive Services payment requests (non-automated issuances) and track all Supportive Service payment requests by completing a Supportive Services Transaction log as referenced in Technical Exhibit 4. Contractor shall ensure Supportive Services are offered and processed as follows:

1.3.6.1 Contractor shall ensure all Transportation, Ancillary Supportive Services, and Diaper Supportive Services payments are offered to CalWORKs Participants using County-required forms.

1.3.6.2 Contractor shall assess the appropriateness of the request, including exploring alternative options for meeting the participant's needs and requesting necessary documentation to substantiate need and cost of the request. Contractor shall document and maintain verification in the participant's case file. Contractor shall ensure all necessary documents to substantiate requests are on file, the appropriate activity is reflected on CalSAWS, and that the request is attached to the correct activity prior to submitting to the CIA staff for review and final authorization.

NOTE: For Ancillary Supportive Services and some types of Transportation related expenses such as parking, Contractor is to request follow-up documentation to verify appropriate use of payments. If the participant does not provide receipts, the Contractor shall work with the County/CIA to take appropriate action and create overpayment records/recovery accounts on CalSAWS. **The following do not require a receipt and overpayments must not be created:**

- **Advanced Standard Ancillary Payments**
- **Basic School Supply Allowance**
- **One-Time Clothing Payments**
- **Internet Fees**
- **Incentive Payments**
- **Diaper Payments**

1.3.6.3 Upon receipt of the participant's request and verification of need, Contractor shall determine eligibility, calculate and approve public Transportation payments via CalSAWS. Contractor shall submit payment requests for retroactive public Transportation and those above the designated threshold amount to the CIA staff for final review and authorization. CIA staff will also review all Ancillary Supportive Services payment requests and Diaper Supportive Services payments and make the final authorizations.

1.3.6.4 Contractor may assist participants by requesting authorization of Ancillary Supportive Services payments for clothing. Contractor shall provide information to participants about appropriate attire for job interviews and the work site and require that they come to program activities dressed in work attire.

1.3.7 Supportive Services for CalWORKs Stage 1 Child Care

1.3.7.1 After informing participants of the availability of subsidized CalWORKs **Stage 1** Child Care services **before Appraisal, during the Pre-Appraisal phone call, at Appraisal**, when signing/amending the WtW Plan, and all other points of contact, Contractor shall ensure that participants complete and sign the **County** issued Child Care form to indicate that Child Care is either needed or

declined. Contractor shall document the CalSAWS journal timely/same day to reflect that Child Care was discussed, offered, and requested/declined by the participant, including the reason for the decline.

1.3.7.2 Contractor shall refer participants who request Child Care to the appropriate contracted R&R/APP agency designated by the County to establish Child Care arrangements by taking the appropriate actions in CalSAWS. Technical Exhibit 5 lists the DPSS CalWORKs Child Care R&R/APP Program Agencies.

1.3.7.3 Contractor shall help participants and the appropriate contracted R&R/APP agency to establish and maintain Child Care arrangements prior to assigning GAIN activities to ensure that Child Care is not a Barrier to employment or engagement. Additionally, Contractor shall assist participants and the appropriate contracted R&R/APP agency to troubleshoot and resolve any subsequent Child Care issues that may arise.

1.3.8 Learning Disabilities

Contractor must offer participants a screening for Learning Disability (LD). If accepted, conduct the screening and direct them towards appropriate services. If declined, Contractor shall have the participant sign the WTW17, Waiver of CalWORKs Learning Disability Screening and/or Evaluation as referenced in Technical Exhibit 6. Contractor shall ensure LD services are explained, offered, and documented in CalSAWS and OCAT as appropriate.

1.3.9 Self-Initiated Program (SIP)

Contractor shall **evaluate for a SIP when applicable and approve or deny accordingly**. Contractor shall monitor the attendance and progress of participants in an approved SIP **and obtain the required verification/documentation**. **When** the SIP is completed, Contractor is to immediately **refer the participant** to the next appropriate GAIN activity.

Only participants enrolled in a private/for profit-funded postsecondary educational institution at the time of Appraisal will need to be evaluated (**approved or denied**) for a SIP.

Participants who are enrolled in a publicly funded postsecondary educational institution at the time of Appraisal will not be evaluated

as a SIP; their educational activity will be considered a Vocational Training activity. Also, they will not be required to provide progress reports/grades but will have to provide verification of attendance/hours of participation.

NOTE: SIP participants must participate in concurrent GAIN activities (e.g., Work Study, bridging/Community Service, etc.) when the hours of the education and/or training program are less than the required weekly hours of participation.

1.3.10 Technical Preparation (Tech Prep)

Contractor will ensure that participants can enroll in this activity before Focus 360 or prior to attending school and/or employment. This activity is a five-day technology preparation course for building basic computer and internet skills to ensure success in Focus 360, school, and employment. In addition to basic skills, workshops will also cover key software such as Email, MS Word, Adobe PDF, and Learning Management System (LMS). Each day will include hands-on activities to boost comprehension and to provide opportunity for practical use.

1.3.11 Focus 360

1.3.11.1 Contractor shall refer non-exempt participants, except SIP/**Vocational Training (VOC)/Job Skills Training (JST)/Remedial (REM)** participants, **participants interested in enrolling in a public postsecondary educational institution**, or participants wishing to pursue a high school diploma, to **the Focus 360/Orientation/Vocational Assessment (VA)** program.

1.3.11.2 All participants are required to attend **Focus 360 Orientation/Motivation** training unless they are exempt by one of the following criteria:

- a. Identified or self-declare having a DV, MH, or SUD Barrier which prevents participation in a GAIN activity;
- b. Enrolled and participating in an approved SIP/**VOC/JST/REM** prior to the date of the initial Appraisal appointment.

- c. **Interested in participating in VOC/JST/REM or pursuing a high school diploma;**
- d. Employed full time;
- e. Exempt and cannot participate due to a disability or other valid documented Exemption, unless requesting to and able to participate as an exempt volunteer;
- f. Required to participate in Cal-Learn;

NOTE: Pregnant or parenting participants under the age of 19, who do not have a High School Diploma/ equivalent must be referred to Cal-Learn. Also, 19-year-old participants who meet the same criteria, were previously enrolled in Cal-Learn, and wish to return must also be referred to Cal-Learn.

- g. Nineteen years old without a high school diploma certificate or equivalent; or

NOTE: Exempt participants are encouraged to attend **Orientation/Motivational** training to learn more about the services offered in GAIN.

1.3.12 Dual Track Evaluation

The Dual Track screening tool is administered by the contracted **Focus 360** provider and forwarded to the Contractor. Upon receipt of the Dual Track screening application, Contractor shall:

1.3.12.1 Score the Dual Track screening application;

1.3.12.2 Based on the participant's score, determine whether the participant is "Dual Track";

1.3.12.3 If the participant is "Dual Track," **they have** an option to bypass **Focus 360** and be referred directly to Vocational Assessment as referenced in Technical Exhibit 7, opt to continue participating in the regular **Focus 360**, or seek part-time employment and participate in concurrent WtW remedial education to improve literacy in reading, writing, math, English as a Second Language (ESL) and

Vocational English as a Second Language (VESL). Contractor shall discuss the participation options with the participant and determine an agreed upon participation plan; and

1.3.12.4 Non-Dual Track participants continue to participate in the regular **Focus 360**.

NOTE: Dual Track candidates are offered the option during **Focus 360** to combine Part-Time Work concurrent with a GAIN remedial course to improve literacy, i.e., reading, writing, math, ESL, and VESL.

1.3.13 Vocational/Educational Assessment and Vocational Training and Education

1.3.13.1 Contractor shall refer all participants to County-approved Vocational Assessment providers for **a one-day activity for** Vocational Assessment, except for:

- a. Participants who meet required weekly participation hours through an approved SIP activity or participants without a High School Diploma, who accept Adult Basic Education (High School Equivalency) as their initial activity after Appraisal;
- b. Participants who have obtained full-time Unsubsidized Employment;
- c. Participants who have completed Vocational Assessment by the end of the **Focus 360** period described above; or
- d. Participants who are currently enrolled in an educational activity in a publicly funded postsecondary educational institution.

1.3.13.2 Based on the results of a Vocational Assessment, Contractor shall consider the participant's **educational level, test scores, and desired educational** needs and make appropriate and timely Referrals to Vocational and/or Educational (VOC/ED) training programs **recommended on the employment plan**. Appropriate Referrals are scheduled with the provider and entered into CalSAWS. Contractor shall include VOC/ED

training and ESL classes as needed, as part of the participant's WtW Plan. **Participants who are interested in Transitional Subsidized Employment must be referred to Assessment. A WtW plan developed during Vocational Assessment is valid for 12 months.**

1.3.13.3 Contractor will advise participants of their Third-Party Assessment rights. Upon request, participant may be scheduled for a Third-Party Assessment or whenever a contracted Vocational Assessor advises that the participant does not agree with the developed employment plan.

1.3.14 Vocational Training (VOC)/Job Skills Training (JST)

Contractor shall inform participants at the time of Appraisal and at all contacts, of the ability to enroll in a VOC/JST educational activity throughout their time on aid. Those who enroll in a publicly-funded postsecondary educational institution do not need to provide a progress report or grades as proof of progress for their postsecondary educational activity; however, a GN 6365, Monthly Attendance Report Form, can be requested for Work Participation Rate (WPR) and CalWORKs Outcomes and Accountability Review (Cal-OAR) purposes. Satisfactory progress will be based on the proof of enrollment which can include class schedule, letter from the institution, email from the Community College CalWORKs Office, etc., and needs to indicate the number of hours/units the participant is attending and full-time or part-time status. Participants already enrolled or attending school at the time of Appraisal are to be assigned to VOC. Participants participating in VOC for a year or more must be transitioned to a JST activity.

NOTE: Participants will need to complete a new WTW-2, Welfare-to-Work Plan Activity Assignment, and provide proof of enrollment indicating the number or hours/units and full-time or part-time status, prior to the beginning of each term/session (semester/quarter).

1.3.15 Development of the WtW Plan

1.3.15.1 Contractor shall ensure that CalWORKs Participants sign their initial and any subsequent WtW Plan. The WtW Plan shall include:

- a. Specific activity assignments and services intended to move the participant into sustainable employment and Economic Mobility;
- b. Required hours of participation; and
- c. Other details as indicated on the WtW Plan that will be provided by County.

1.3.15.2 Contractor shall ensure that each participant is engaged for the required weekly participation hours. Participants may meet the **CalWORKs WtW Hourly Participation Requirements** based on the number of hours of participation, the age of their children, and the type of household.

1.3.15.3 Contractor shall ensure GAIN activities are customized for each participant and described in the participant's WtW Plan. Completion of each activity will promote the participants' best opportunity to achieve Economic Mobility and continuous employment once a job is obtained.

1.3.15.4 Contractor must monitor the participant's monthly participation hours as well as progress in activities, and **add actual hours in CalSAWS in accordance with policy requirements to ensure performance reflects in the Cal-OAR performance measures.**

1.3.15.5 Post-Assessment GAIN activities include, but are not limited to, those listed below. Activities may be required concurrently, and it is anticipated that many participants will be involved in multiple concurrent activities.

- a. Unsubsidized Employment
- b. Paid Work Experience/Specialized Work Experience
- c. On-the-Job Training

- d. Work Experience
- e. Work Study
- f. Self-Employment
- g. Job Search and Job Readiness Assistance
- h. Job Skills Training Directly Related to Employment
- i. Vocational Education and Training
- j. Education Directly Related to Employment
- k. Community Service
- l. Remedial Education (includes Adult Basic Education, GED, and ESL)
- m. Post-Employment Services
- n. Job Retention Services
- o. Skills and Career Enhancement
- p. Post-Time Limit Services
- q. Bridging/Life Skills Classes

1.3.16 Post-Employment Services (PES)

- 1.3.16.1** Contractor shall offer PES to employed participants and document in CalSAWS that such services were offered appropriately and timely.
- 1.3.16.2** Contractor shall inform the community college CalWORKs office to continue providing services to existing and newly referred PES participants who are attending the school as a VOC, REM, or JST.
- 1.3.16.3** Contractor shall inform participants of the availability of PES upon CalWORKs termination, including case management and Supportive Services (Transportation, Ancillary Supportive Services, and Diaper Supportive Services payments). Contractor shall inform participants

of the availability of Child Care and refer them to the R&R/APP agency.

- 1.3.16.4** Contractor shall encourage participants to seek jobs that pay higher than minimum wage and that provide wage progression and advancement.

1.3.17 Post-Time Limit Services (PTL)

- 1.3.17.1** Contractor shall offer PTL Services to participants approaching the expiration of their CalWORKs time limit. Contractor shall accurately explain PTL services available through the GAIN/CalWORKs program and shall document in CalSAWS that such services were offered timely and the participant's decision to accept or decline PTL services.

- 1.3.17.2** Contractor shall inform the community college CalWORKs office when a newly referred or existing VOC, REM, or JST participant accepts PTL so that the participant may continue to receive services through the community college's CalWORKs office.

- 1.3.17.3** Contractor shall outreach by sending the PTL Services Request/Waiver 30 days prior to participant exhausting their CalWORKs time limit, and to the extent possible, engage **timed-off** participants in GAIN activities. **PTL services are available to participants for up to 12 months from the date they exhaust their CalWORKs time clock, however services are contingent upon funding availability.**

1.3.18 Non-Compliance Requirements

- 1.3.18.1** The overall goal of this requirement is to encourage participation and minimize the number of sanctioned participants. The expectation is that if the participant understands the benefits of the GAIN Program and the importance of complying with WtW requirements, **they** will comply with **their** WtW Plan and remain in full compliance.

- 1.3.18.2** Contractor must evaluate compliance process, Exemption and time limit requests and track all requests by completing a Compliance, Exemption and Time Limit

Log as referenced in Technical Exhibit 8. Contractor shall:

- a. Outreach to participants to determine the reason(s) for the non-participation and assist the participant to resolve the Non-Compliance to prevent a Sanction.
- b. Complete all Tasks and responsibilities pertaining to Non-Compliance contained in all procedural requirements issued by DPSS.
- c. Help participants meet their GAIN responsibilities and their WtW Plan. Contractor shall assist the participant by any reasonable means to ensure the participant remains in compliance with program expectations.
- d. Initiate a recommendation that a Sanction be imposed on a participant who fails or refuses to comply with mandatory appointments or other requirements, provided that the Contractor has:
 - Completed early compliance telephone calls;
 - Confirmed that a participant has secured Child Care; and
 - Notified the SSS agency of the participant's Non-Compliance prior to recommending that a Sanction be imposed.
- e. Promptly notify the participant and CIA staff upon determining that the participant has failed or refused to comply with program requirements, including hours of participation.

NOTE: A Sanction is a "Discretionary Action" to enforce the CalWORKs program participation requirements by reducing the participant's CalWORKs cash grant. Under State law, only civil service employees may impose Sanctions. Thus, CIA staff will review the case situation and make the final decision on the Sanction recommendation.

1.3.19 GAIN Sanction Home Visit Outreach (GSHVO) Program

The GSHVO program provides outreach to participants, who are at risk of being sanctioned or who are currently sanctioned. These participants may or may not require SSS. In addition to the case-carrying GSW/CCM efforts, the GSHVO program provides the County with an additional opportunity, to establish contact and engage the participant through telephone calls and home visitations. The GSHVO program provides another approach for identifying and assisting participants to access the appropriate services to overcome and resolve their Non-Compliance Barriers, enable them to complete their appropriate WtW Activity and move towards Economic Mobility

XVIII. Exhibit A, Statement of Work, Section 6.0, RESPONSIBILITIES, Subsection 6.4, Contractor Personnel, Subparagraph 6.4.1.3, is revised to read as follows:

6.4.1.3 Business Services Specialist (BSS) – The BSS is the Contractor’s Job Development staff. The BSS must regularly interact with the business community to cultivate and maintain the relationships that provide participants with job opportunities.

The BSS is responsible for identifying and preparing potential candidates who can meet business staffing needs. This entails coordinating and/or providing services, including staffing and placement assistance, pre-screening and interviewing, workforce development, and additional business resource assistance through County partners. **BSS staff must complete all required job development reports and coordinate and attend job development cluster meetings.**

XIX. Exhibit A, Statement of Work, Section 6.0, RESPONSIBILITIES, Subsection 6.4, Contractor Personnel, Subparagraph 6.4.1.10, is revised to read as follows:

6.4.1.10 Family Stabilization (FS) Worker – Refer **participant’s children** to the FS providers.

XX. Exhibit A, Statement of Work, Section 6.0, RESPONSIBILITIES, Subsection 6.4, Contractor Personnel, Subparagraph 6.4.1.13, is revised to read as follows:

6.4.1.13 Designated Exemption Worker – Provide outreach services to participants whose Exemption is expected to expire within 90 days, or whose Exemption has already expired or is in need of review and obtain updated verification or assist with assigning participants to the

GAIN Program. Manually complete and provide a monthly report to GAIN Program on the disposition of cases listed on the CalSAWS Report and **submit recommendation for a new or continued exemption to CIA staff** for participants not assigned to a regular case manager.

XXI. Exhibit A, Statement of Work, Section 6.0, RESPONSIBILITIES, Subsection 6.8, Contractor's Office, is revised to read as follows:

6.8 Contractor's Office

Contractor shall maintain offices as referenced in Subsection 6.2.1 (Facilities) with a telephone in the company's name where Contractor conducts business. 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 the Contractor's performance of the Contract. When the office is closed, an answering service shall be provided to receive calls. **The Contractor shall answer calls received by the answering service within one business day of receipt of the call.**

6.8.1 Contracted employees performing duties at a remote work location must be in Los Angeles County or a nearby county (Orange, San Bernardino, Riverside, Ventura, Kern, or San Diego), and employees must be able to return to their designated work location within a reasonable amount of time (1-3 hours), to ensure continuity of service.

XXII. Exhibit A, Statement of Work, Section 6.0, RESPONSIBILITIES, Subsection 6.9, Record Keeping, Paragraph 6.9.3, is revised to read as follows:

6.9.3 Contractor shall ensure that participant case records are organized in the manner prescribed by DPSS guidelines. These records shall include, but not limited to, the following:

- a. Activity Assignment Agreement Plans;
- b. **County-issued Child Care form, PA 129-General Child Care Information;**
- c. Monthly verification of participation hours;
- d. Quarterly Progress Reports, if applicable;
- e. Verification of Exemption eligibility; and
- f. Participant written statements/affidavits; and documentation for CalWORKs time limit reviews to evaluate **exemption/**extender eligibility

and time clock adjustments.

XXIII. Exhibit A, Statement of Work, Section 10.0, SPECIFIC WORK REQUIREMENTS, Subsection 10.1, Welfare-to-Work Program, Paragraph 10.1.7, is revised to read as follows:

10.1.7 Coordinate and Maintain Networks and Resources Provided by DPSS

In administering the GAIN Program, Contractor shall work within the community in providing coordinated services and meeting the needs of the community. Contractor shall coordinate the provisions of GAIN-related services with community organizations/agencies that provide services deemed necessary to help participants (e.g., tattoo removal).

10.1.7.1 Coordination within the Community to establish and maintain a good working relationship with the network of community providers by:

- a. Meeting with community organizations at minimum, on a quarterly basis;
- b. Hosting the GAIN Regional Education and Training (GRET) meeting quarterly;
- c. Attending community meetings when asked by CalWORKs Districts and/or GAIN Program; and

d. Collaborating with the Department of Economic Opportunity on participant referrals for employment services/recruitments.

10.1.7.2 Organizations with which the Contractor is expected to cultivate active working relations are, at minimum, the following:

- a. Local CalWORKs District and GAIN Regional offices;
- b. Local County offices that provide health and human services;
- c. Community welfare advocacy groups;
- d. Community groups that serve the GAIN population;
- e. Education/training providers, including but not limited to, community colleges, adult education schools, regional occupational centers, and programs;

- f. Workforce Development Boards;
- g. CalWORKs DV, MH, and SUD service providers; and
- h. Department of Economic Opportunity.**

10.1.7.3 Responsiveness to Community Needs

- a. Contractor shall be responsive to the community needs as follows:
 - i. Provide a chain of command, including a Community Liaison, for County review and approval;
 - ii. Respond to advocate concerns within two hours;
 - iii. Involve the County Contract Administrator and/or DPSS program staff in resolving disputes between the Contractor and community organizations, as necessary; and
 - iv. Maintain a log of all community inquiries regarding GAIN Services and provide a copy with the Contractor's Monthly Management Report.

XXIV. Exhibit A, Statement of Work, Section SPECIFIC WORK REQUIREMENTS, Subsection 10.2, Administrative Task, Subparagraph 10.2.2.1, Contractor Staffing Responsibilities, is revised to read as follows:

10.2.2.1 Ensure there is sufficient staff of all levels needed for the delivery of GAIN Case Management Services, and staff levels are maintained so there is no interruption in services. This includes ensuring back-up staff is available. When there is a vacancy, permanent replacement shall be made within thirty (30) Calendar Days.

Maintain filled staffing position at **90** percent (**90%**) of staff positions specified in the Contractor's budget. A position is filled if an employee is occupying the position on the last business day of the month or if the position was occupied for a simple majority of the business days of the month, provided that Contractor may not move staff among positions during the month to satisfy this requirement.

XXV. Exhibit A, Statement of Work, Section 12.0, PERFORMANCE REQUIREMENTS SUMMARY (PRS), Subsection 12.2, Performance Outcomes Areas and Key Measures, is revised to read as follows:

12.2 Performance Outcomes Areas and Key Measures

12.2.1 The Performance Outcomes Summary Chart, Technical Exhibit **14.1**, includes the five specific Performance Outcomes Areas that are consistent with County DPSS goals for the overall GAIN Program. These Performance Outcomes Areas, as applied to GAIN Services, are as follows:

1. Work Participation Rate (WPR) – Every quarter, achieve a WPR of 50% for TANF work-eligible Participants.
2. Sanction **Resolution** Rate – Every quarter, achieve a Sanction **Resolution Rate of 5%**.
3. **Sanction Rate – Every quarter, achieve a Sanction Rate of 12%**.
4. Employment Placement Rate – Every quarter, achieve an Employment Placement Rate of 9%.
5. Engagement Rate – **Every quarter, achieve an engagement rate of 50%**.

These Outcomes Areas will be subject to review and verification, as deemed necessary by County, and are subject to change according to need and at County discretion.

Determinations are based on the following:

1. WPR – shall be determined by using Los Angeles County Specific Work Participation Rate for the combined WPR result. The Los Angeles County Specific Work Participation Rate will be based on preliminary data used to evaluate and monitor WPR compliance. E2Lite and TANF RADEP are calculated using TANF work-eligible individuals.
2. Sanction Resolution Rate – shall be determined by using the data from the Cal-OAR WtW/REP Sanction Resolution Ad Hoc Report.
3. Sanction Rate – shall be determined using data from the Cal-OAR WTW/REP Sanction Rate Ad Hoc Report.
4. Employment Placement Rate – shall be determined by using the data from WTW/REP Activity Report.

5. **Engagement Rate** – shall be determined by using data from Cal-OAR Engagement Rate Ad Hoc Report.

12.2.2 The Key Measures Summary Chart, Technical Exhibit **15.1**, includes the Key Measures stated in this Statement of Work, as applied to GAIN Case Management Services, as follows:

1. **Appraisal Attendance Rate – Every month, achieve an Appraisal Attendance Rate of 60% or higher.**
2. **Percentage of Individuals between Activities more than 30 days** – Every month, reduce the percentage of registrants between activities for more than thirty (30) days to **5%** or lower.
3. **Increased Timeliness of Supportive Services Authorization** – Ensure Ancillary Supportive Services and Diaper Supportive Services payment requests are approved or denied by Contractor within two (2) workdays of request. Approved requests are submitted to CIA within two (2) workdays of request.

Ensure Transportation services are processed as follows:

- a. Ensure public Transportation payment requests are approved or denied and approved requests are authorized within two (2) workdays of request; payment requests for ongoing activities are authorized prior to the first day of the benefit month.
 - b. Mileage/Retroactive Public Transportation payment requests are approved or denied and approved requests are submitted to CIA within two (2) workdays of request; payment requests for ongoing activities are authorized prior to the first day of the benefit month.
4. **Education/Training Rate** – Every quarter, achieve an Education/Training rate of **25%** or higher.

Subject to program changes, the County may require changes to these measures, as they relate to program priorities and regulations. These Key Measures are tools to gauge the Contractor's progress in meeting or exceeding set standards specified in this Section 12.0, Performance Requirements Summary, and are subject to change according to need and at County discretion.

Determinations are based on the following:

1. Appraisal Attendance Rate – shall be determined by using the data from the **Cal-OAR Appraisal Attendance Ad Hoc Report**.
2. Percentage of Individuals Between Activities more than 30 days – shall be determined by using the data in WTW/REP 30-Day Delinquent Report and the data in the WTW/REP Activity Report.
3. Increased Timeliness of Supportive Services Authorization – shall be determined by Manual Case and CalSAWS Reviews.
4. Education/Training Rate – shall be determined by using data in WTW/REP Activity Report.

Monitoring sources are subject to change according to need and at County discretion.

- 12.2.3** Contractor's performance rate for all other contracted services will be subject to review and verification for contractual compliance and consistency with County DPSS goals by following the Other Performance Requirement Standards listed in Section 12.3 below.

In addition to using the determining factors listed in Subsections 12.2.1 and 12.2.2 above, County's Contract Program Monitors shall monitor by conducting case reviews on randomly selected cases to ensure Contractor took appropriate and timely action, per applicable GAIN Policies and Regulations and by interviewing participants.

XXVI. Exhibit A, Statement of Work, Section 13.0, PROGRAM OUTCOMES, Subsection 13.1, GAIN Program Participation Requirements, is revised to read as follows:

13.1 GAIN Program Participation Requirements

Contractor shall ensure that each participant is participating in the required participation hours as outlined by the State and required by GAIN policy. Participants may meet the CalWORKs **Hourly Participation Requirements** based on the number of hours of participation, the age of their children and the type of household.

XXVII. Exhibit A, Statement of Work, Section 13.0, PROGRAM OUTCOMES, Subsection 13.3, Participant’s Employment/Job Placement, is revised to read as follows:

13.3 Participant’s Employment/Job Placement

Contractor shall review for accuracy the participant’s initial verification of employment and thereafter, update participation hours on Employment Detail page, monitor ongoing employment and document CalSAWS. **Contractor must enter the employment actual hours at the point of initial verification and at the next Semi-Annual Reporting or Annual Redetermination, whichever comes first.**

Contractor shall provide diligent job placement assistance throughout the participant’s involvement in GAIN,

Contractor shall determine the most appropriate job placement strategies for each participant with the goal of long-term employment. Accordingly, Contractor shall assist participants to seek jobs that pay higher than minimum wage and that provide for wage progression and advancement.

XXVIII. Exhibit B, Technical Exhibit 2, Links to GAIN Policies and Regulations is deleted in its entirety and replaced hereunder with **Exhibit B, Technical Exhibit 2.1, Links to GAIN Policies and Regulations,** attached hereunder.

XXIX. Exhibit B, Technical Exhibit 3, GAIN Flow Chart is deleted in its entirety and replaced hereunder with **Exhibit B, Technical Exhibit 3.1, GAIN Flow Chart,** attached hereunder.

XXX. Exhibit B, Technical Exhibit 5, List of DPSS CalWORKs Child Care Resources & Referral/Alternative Payment Program (R&R/APP) Agencies is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 5.1, List of DPSS CalWORKs Child Care Resources & Referral/Alternative Payment Program (R&R/APP) Agencies,** attached hereunder.

XXXI. Exhibit B, Technical Exhibit 7, List of Current DPSS Vocational Assessors is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 7.1, List of Current DPSS Vocational Assessors,** attached hereunder.

XXXII. Exhibit B, Statement of Work, Technical Exhibit 9, List of DPSS Specialized Supportive Services Providers (Domestic Violence Services Providers) is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 9.1, List of DPSS Specialized Supportive Services Providers (Domestic Violence Services Providers),** attached hereunder.

- XXXIII. **Exhibit B, Technical Exhibit 10, Los Angeles County – Department of Mental Health CalWORKs Directly Operated Providers, Locations, SPAs Contact List for GAIN** is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 10.1, Los Angeles County – Department of Mental Health CalWORKs Directly Operated Providers, Locations, SPAs Contact List for GAIN**, attached hereunder.
- XXXIV. **Exhibit B, Technical Exhibit 11, Los Angeles County – Department of Mental Health CalWORKs Family Stabilization Counseling for Kids (CFSC4Kids) Program** is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 11.1, Los Angeles County – Department of Mental Health CalWORKs Family Stabilization Counseling for Kids (CFSC4Kids) Program**, attached hereunder.
- XXXV. **Exhibit B, Technical Exhibit 12, County of Los Angeles Department of Public Health Substance Abuse Prevention and Control Family Services Preferred Provider Network** is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 12.1, County of Los Angeles Department of Public Health Substance Abuse Prevention and Control Family Services Preferred Provider Network**, attached hereunder.
- XXXVI. **Exhibit B, Technical Exhibit 13, Substance Abuse Prevention and Control Family Services Preferred Provider Network List of DPSS Home Visiting Providers** is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 13.1, DPSS CalWORKs Home Visiting Program**, attached hereunder.
- XXXVII. **Exhibit B, Technical Exhibit 14, Performance Outcomes Summary Chart** is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 14.1, Performance Outcomes Summary Chart**, attached hereunder.
- XXXVIII. **Exhibit B, Technical Exhibit 15, Key Measures Summary Chart**, is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 15.1, Key Measures Summary Chart** attached hereunder.
- XXXIX. **Exhibit B, Technical Exhibit 16, Performance Requirements Summary (PRS) Chart** is deleted in its entirety and replaced with **Exhibit B, Technical Exhibit 16.1, Performance Requirements Summary (PRS) Chart** attached hereunder.
- XL. **Exhibit C-2, Contractor’s Extension Budget, January 1, 2025 through December 31, 2025**, hereunder, is added and incorporated by reference into the contract.
- XLI. **Exhibit AC, Contribution and Agent Declaration Form**, hereunder, is added and incorporated by reference into the contract.

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment Number Two to the subscribed on its behalf on the ____ day of _____, 2024 by the Director of the Department of Public Social Services and the Contractor has subscribed the same through its authorized officer. The person(s) signing on behalf of Contractor warrant(s) under penalty of perjury that they are authorized to bind Contractor and that they hold the stated position noted below.

**COUNTY OF LOS ANGELES
DEPARTMENT OF PUBLIC SOCIAL SERVICES**

By: _____
Jackie Contreras, Ph.D.
Director

_____ Date

MAXIMUS US SERVICES, INC.

By: _____
Hunter Fede
Legal Counsel

_____ Date

APPROVED AS TO FORM:

DAWYN R. HARRISON
County Counsel

By: _____
Melinda White-Svec
Deputy County Counsel

LINKS TO GAIN POLICIES AND REGULATIONS

Applicable GAIN Rules and Regulations

County’s DPSS ePolicy provides direction of GAIN policies and procedures. DPSS ePolicy can be viewed at:

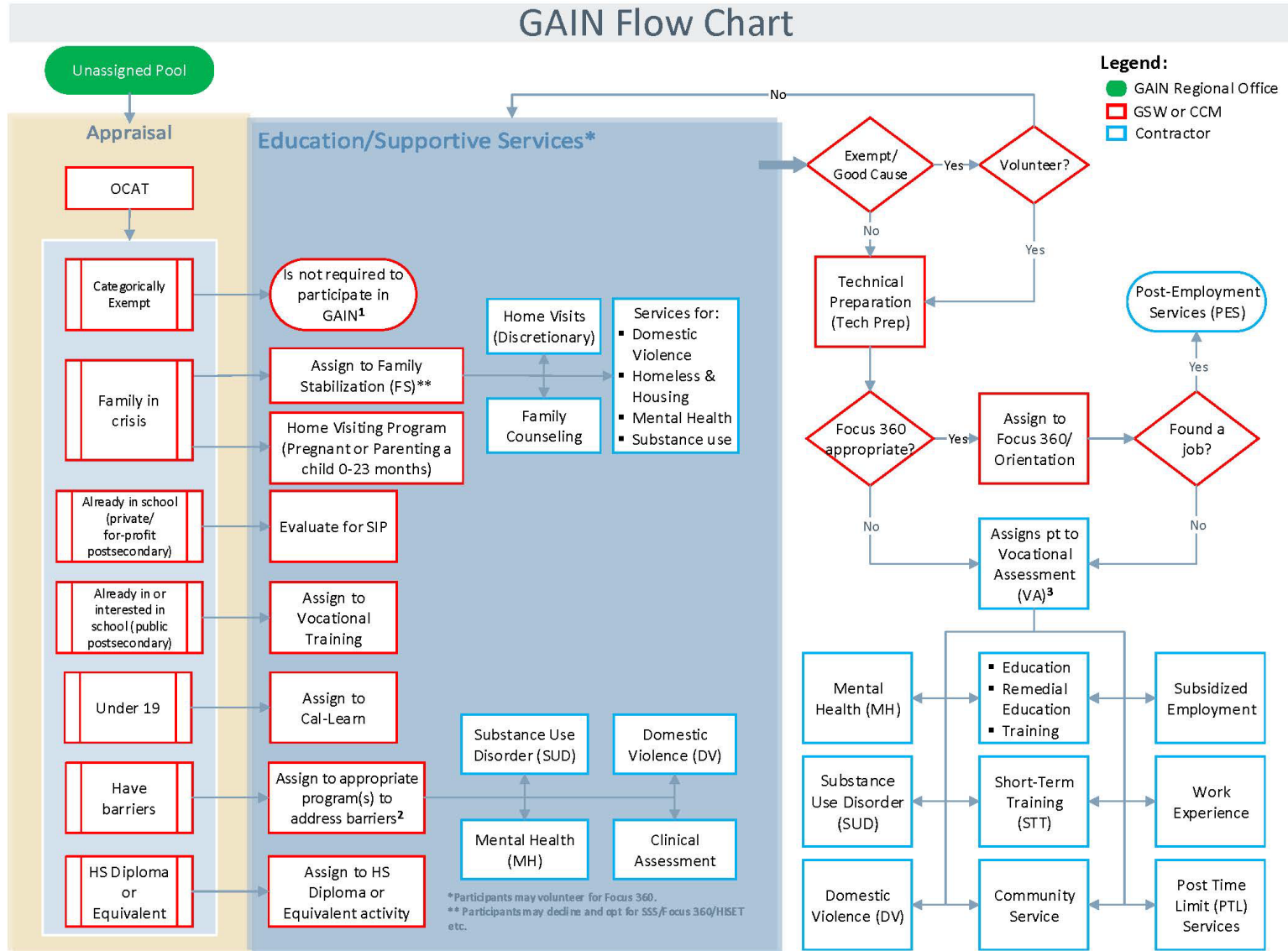
http://epolicy.dpss.lacounty.gov/epolicy/epolicy/server/general/projects_responsive/ePolicyMaster/index.htm?&area=general&type=responsivehelp&ctxid=&project=ePolicyMaster#t=Introduction.htm

The County provides additional direction through the release of Program Administrative Directives, Forms Manual Letters, Administrative Memos and Call-outs.

California Welfare Reform Legislation

The California Welfare Reform Legislation can be reviewed on the State of California’s Web Site: <http://www.sen.ca.gov> Enacted Legislation on California Welfare Reform includes:

<u>Bill Number</u>	<u>Enacted</u>
SB 1542 - CalWORKs	08/11/97
AB 1260 - Convicted Felons	08/18/97
AB 67 - Social Serv. Trailer Bill	10/19/97
AB 2779 - Social Serv. Trailer	08/21/98
AB 171 - Low-Cost Insurance	10/10/99
SB 1639 - Education and Training	08/27/04
AB 855 - CalWORKs: Convicted Felons	09/02/05
AB 1808 - Human Services	07/12/06
AB 2989 - Work Activities	09/12/06
AB 314 - CalWORKs: WtW Activities	09/07/07
SB 72 - CalWORKs Program Changes	03/24/11
SB 1041 - Human Services	06/27/12
AB 74 - Human Services	06/27/13
SB 252 - CalWORKs WtW Requirements	01/01/14
AB 433 - CalWORKs	10/06/15
SB 80 – Human Services	10/01/19
SB 1232 – CalWORKs WtW Requirements	01/20/21
AB 79 – Human Services	05/01/22
AB 2277 – CalWORKs	09/29/22



Footnotes

1.

Exemptions:

- Child < 16
- Child = 16-18+ attending school F/T
- Disabled & actively seeking treatment
- Parent/caretaker ≥ 60
- F/T volunteer in VISTA program
- Parent/Caretaker of child ≤ 12 months old
- Parent/Caretaker of child ≤ 6 months old
- Parent/Caretaker of child 0-23 months old
- Pregnant
- Aided non-parent relative caring for child who is a ward of court or at risk of being placed in Foster Care
- Caring for ill or incapacitated person residing in the home
- Eligible, participating, or exempt from Cal-Learn program when
 - Aided in parent's Assistance Unit
 - Aided in their own Assistance Unit

2.

Below is a list of Specialized Supportive Services (SSS) in GAIN:

- Domestic Violence
- Clinical Assessment
- Mental Health
- Substance Use Disorder (SUD)

Note: The PT may be assigned to a concurrent activity to meet the 20/30/35 hour per week participation depending upon how many aided parents and the age(s) of the child(ren). All of these activities are contracted out.

3.

The Vocational Assessment is a contracted activity to:

- Provide a comprehensive vocational assessment that generates useful career guidance and planning of job training and placements.
- Develop a mutually agreed upon employment plan and an evaluation of the PT's chance of achieving the employment goal.
- Identify the available resources to complete the employment plan.
- Identify barriers (domestic violence, substance use disorder, mental health, and learning disabilities) for participants enrolled in publicly funded postsecondary educational institution.

Note: Vocational Assessment is not required for participants attending/interested in attending an educational/training activity.

LIST OF DPSS CalWORKs CHILD CARE RESOURCE & REFERRAL/ALTERNATIVE PAYMENT PROGRAM (R&R/APP) AGENCIES

S1CC APP Agency Name	Satellite Sites	Address	Contact Person/ Program Manager	Alternate Contact Person
1 City of Norwalk	0	11929 Alondra Blvd. Norwalk, CA 90650	Gabriela Regalado (562) 462-1713 gregalado@norwalkca.gov	Jose Melgoza (562) 462-1713 jmelgoza@norwalkca.gov
2 CCRC Child Care Resource Center	4 co-located 1 satellite office	20001 Prairie Street, Chatsworth, CA 91311 250 Grand Cypress Ave., Palmdale, CA 93551	Manuel Ruiz San Fernando Valley (818) 717-1000 mruiz@ccrcca.org	Abel Gallegos Antelope Valley (661) 789-1200 agallegos@ccrcca.org
3 Connections Connections for Children	0	5901 W. Century Blvd. Suite 400 Los Angeles, CA 90045	Khisa Brown Stage 1 Program Coordinator. (310) 452-3202 ext. 207 khisab@cfc-ca.org	Martha Gonzalez Subsidized Dept. Mgr. (310) 452-3734 ext. 206 marthag@cfc-ca.org
4 Crystal Stairs Crystal Stairs, Inc.	4 co-located 1 satellite office	5110 W. Goldleaf Circle, Suite 150 Los Angeles, CA 90056	Mauro A. Camara (323) 421-2683 mcamara@crystalstairs.org	Tomorrie Cook (323) 421-1204 tcCook@crystalstairs.org
5 DREW Drew Child Development Corporation	1 satellite office	1770 E. 118 th Street, Los Angeles, CA 90059 3737 Martin Luther King Jr. Blvd., Suite 550, 525 Lynwood, CA 90262	Suani Lopez (310) 609-3885 X207 Antonio Lopez (310) 609-3885 alopez@drewcdc.org	Herman Hill (323) 249-2950 X237 hhill@drewcdc.org
6 IILA International Institute of Los Angeles	0	3845 Selig Place Los Angeles, CA 90031	Edith Sanchez (323) 224-3800 ext. 265 esanchez@iilosangeles.org	Lilian Magana (323) 224-3800 X2441 lmagana@iilosangeles.org
7 MAOF Mexican American Opportunity Foundation	2 co-located 0	401 N. Garfield Avenue Montebello, CA 90640	Alba de la Torre (323) 276-3695 adelatorre@maof.org	
8 OPTIONS Options for Learning	1 co-located 1 satellite office	13100 Brooks Dr., Suite 100, Baldwin Park, CA 91706 2465 E. Walnut Street, Pasadena, CA 91107	Norma Herrera (626) 856-5900 ext. 187 nherrera@optionsforlearning.org	Christie Quach (626) 856-5900 ext.180 cquach@optionsforlearning.org
9 PATHWAYS Pathways LA	0	3325 Wilshire Blvd., Suite 1100 Los Angeles, CA 90010	Araceli Quintero (213) 427-2777 aquintero@pathwaysla.org	Beatriz Aguilar (213) 427-1288 baguilar@pathwaysla.org
10 PUSD Pomona Unified School District	1 co-located 0	1460 E. Holt Avenue, Suite 174 Pomona, CA 91767	Monica Loriso (909) 397-4740 x25287 Monica.Loriso@pomona.k12.ca.us	Yesenia Lopez (909) 397-4740 X25265 Yesenia.lopez@pusd.org

LIST OF CURRENT DPSS VOCATIONAL ASSESSORS*

	Name	Address	Contact Information
1	Career Options, Inc.	3250 Wilshire Blvd., Suite 1402 Los Angeles, CA 90010	Ana Mellon, (213) 389-0900 anamellon@careeroptions.com
2	Managed Career Solutions	3333 Wilshire Blvd., Suite 405 Los Angeles, CA 90010	Sofia Bizzanelli (213) 215-2659 sbizzanelli@mcscareergroup.com

*Vocational Assessors are subcontracted by Los Angeles County Office of Education. Inventory and contracts of Vocational Assessors may change with each contracting term.

LIST OF DPSS SPECIALIZED SUPPORTIVE SERVICES PROVIDERS Domestic Violence Services Providers*	
1	1736 Family Crisis Center
2	Amanecer Community Counseling Services
3	Antelope Valley Domestic Violence Council (AVDVC)
4	Asian American Advancing Justice – Los Angeles
5	Cambodian Association of America
6	Change Lanes Youth Support Services
7	Child and Family Center
8	Children’s Center of the Antelope Valley
9	Community Legal Aid SoCal
10	East Los Angeles Women’s Center
11	Foothill Family Services
12	Harriet Buhai Center for Family Law
13	Haven Hills, Inc.
14	Helping Other People Excel H.O.P.E
15	Helpline Youth Counseling, Inc.
16	House of Ruth, Inc.
17	Human Services Association
18	Institute for Multicultural Counseling & Educational Services (IMCES)
19	Jenesse Center, Inc.
20	Jewish Family Services of LA
21	Legal Aid Foundation of Los Angeles (LAFLA)
22	Los Angeles Center for Law & Justice
23	Neighborhood Legal Services of Los Angeles County (NLS)
24	New Hope Drug and Alcohol Treatment Program, Inc
25	New Star Family Center
26	Niswa Association, Inc.
27	Office of Samoan Affairs
28	Para Los Ninos
29	Peace Over Violence

LIST OF DPSS SPECIALIZED SUPPORTIVE SERVICES PROVIDERS Domestic Violence Services Providers*	
30	Personal Involvement Center, Inc
31	Project Peacemakers, Inc.
32	Rainbow Services, Ltd.
33	South Asian Helpline & Referral Agency (SAHARA)
34	Su Casa - Ending Domestic Violence
35	Tarzana Treatment Center
36	Women's and Children's Crisis Shelter
37	Women-Shelter of Long Beach
38	YWCA of Glendale
39	YWCA of San Gabriel Valley

*DV providers are contracted by the Department of Public Health (DPH). Inventory of DV providers may change as a result of DPH contracting processes.

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
CalWORKs Directly Operated and Contract Providers, Locations, SPAs Contact List for GAIN**

Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 1										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Antelope Valley MHS (D-O)	Jean Yan, MHC II, LMFT	(661) 974-8400	Antelope Valley Wellness and Enrichment Center	Lancaster	93535	(661) 974-8400	(661) 729-2186	1904A, Y	No	English, Spanish, Urdu, Hindi, Punjabi, Mandarin
	Rochelle Montgomery, LCSW	(213)255-6152	251 East Ave K-6, Suite H							
Palmdale Mental Health Center (D-O)	intake - Ike Wilder Susan Kudlick, LMFT speak to their Supervisor if both are out for the day	(661) 575-1835 (661)575-1800	1529 E. Palmdale Blvd. Suite150	Palmdale	93550	(661) 575-1800	(661) 575-9165	7386A	No	English, Spanish
Pennylane, National Foundation for Treatment	Ask intake person for CW appt.	(661) 266-4783	43520 Division Street	Lancaster	93535	(661) 266-4783	(661) 266-1210	7455A,C	No	English, Spanish
	Jennifer Gorman, LMFT	(661) 917-8227	43520 Division Street	Lancaster	93535	(661) 266-4783	(661) 266-1210	7455A,C	No	English, Spanish

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Service Area 2										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Child & Family Guidance Center	Call CFGC Appointment Line	(818) 739-5250	8550 Balboa Blvd. Suite 150	Northridge	91325	(818) 830-0200	(818) 830-0206	7247	Limited slots open. M-Th 5:00 - 8:30p	English, Spanish
El Centro de Amistad-Canoga Park	Ask intake person for CW appt.	(818) 593-4246	8399 Topanga Canyon Blvd. Suite 303	Canoga Park	91304	(818) 593-4246	(818) 593-4297	7975A	No	English, Spanish, Punjabi
El Centro de Amistad-San Fernando	Ask intake person for CW appt.	(818) 898-0223	566 S. Brand Blvd.	San Fernando	91340	(818) 898-0223	(818) 361-5384	7371	No	English, Spanish, Punjabi
Hillview Mental Health Center, Inc.	Laura Diaz, Intake Coordinator	(818) 896-1161 x204	12450 Van Nuys Blvd. Suite 200	Pacoima	91331	(818) 896-1161	(818) 896-5069	1954P,C	No	English, Spanish, Farsi
	Ziesha Waters-Carrico, ASW	(818) 896-1161 x234								
		(818) 896-1161 x249								
San Fernando Mental Health Services (D-O)	Ask for officer of the day	(818) 832-2400	10605 Balboa Blvd	Granada Hills	91344	(818) 832-2400	(818) 832-2567	6840A, D, F, V	No	English, Russian, Armenian, Farsi, Spanish
	Carla Avalos, LCSW	(818) 832-2400								

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Service Area 2										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
San Fernando Valley CMHC, Inc. Mission Hills	Claudia Jimenez	(818) 838-1352	11565 Laurel Canyon Blvd. #101	Mission Hills	91340	(818) 838-1352	(818) 838-1362	7369B, Z	No	English
San Fernando Valley CMHC Inc. Mac Donald Carey	Claudia Jimenez	(818) 838-1352	11631 Victory Blvd. Suite 203	North Hollywood	91606	(818) 908-3855	(818) 838-1362	7177A,B	No	English, Farsi
Santa Clarita Valley MHC (D-O)	Alexandra Adame or Supervisor	(661) 288-4835 (661) 288-4819	23501 Cinema Drive #210	Valencia	91355	(661) 288-4800	(661) 254-3094	1905V	No	English, Spanish
The Help Group/Child & Family Center Van Nuys	Ask intake person for CW appt.	(818) 267-2754	15339 Saticoy St.	Van Nuys	91406	(818) 267-2754	(818) 947-2039	7624A	No	English, Farsi, Spanish, Arabic, Russian, Armenian
	Juliana Veksler, LMFT, Psy.D.	(818) 267-2638								

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Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 3										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
ALMA Family Services El Monte	Ruby Nieto Padilla	(562) 692-1517	4024 N. Durfee Ave. D Wing	El Monte	91732	(626) 279-2530	(626) 582-8150	7819A	No	English, Spanish
East San Gabriel Valley Mental Health Center (D-O) Center (D-O)	Max Emadi, LCSW	(626) 430-2900	1359 N. Grand Ave.	Covina	91724	(626) 430-2900	(626) 331-0035	7777A	No	English, Spanish
Enki La Puente Valley MHC	Ask intake person for CW appt.	(626) 961-8971	160 S. Seventh Ave	La Puente	91746	(626) 961-8971	(626) 858-8396	7173V	No	English, Spanish
Hillsides Irwindale	Ask intake person for CW appt.	(626) 373-2900	13001 Ramona Blvd. Suite A.	Irwindale	91706	(626) 373-2900	(626) 373-2940	7883A	Mon 5:00 - 6:30pm	English, Spanish

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Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 3										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Hillsides Pomona	No appointment calls -GSW schedules pt on schedule list provided by provider	NA	1902 Royalty Drive. Suite 240 & 260	Pomona	91767	(909) 622-3200	(909)865-8355	7925	Mon 5:00-6:30pm	English, Spanish
Pacific Clinics Asian Pacific Family Center	Ask intake person for CW appt. 8am to 9am	(626)701-7348	9353 E. Valley Blvd.	Rosemead	91770	(626) 287-2988	(626)287-1937	7101A	Tu, Th 5-8pm; Sat 9-1pm	English, Vietnamese, Cantonese, Mandarin
		(626)287-2988								
Pacific Clinics Sierra Family	Ask intake person for CW appt.	(626)335-5980	1160 S. Grand Ave.	Glendora	91740	(626) 335-5980	(626)335-5989	7380A	Tues Wed Th	English, Spanish
									5-8pm	
Prototypes/HealthRIGHT 360 Pasadena	Ask for Front Desk/Direct Transfer	(909)398-4383	2650 E. Foothill Blvd.	Pasadena	91107	(909) 398-4383	(909)634-2959	7992	Case by Case Basis	English, Spanish
	Secondary Intake Line	(909)634-2950							M-F 5-6p	
	Aaron Diaz	(213)542-3839								

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Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 3										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Prototypes/ HealthRIGHT 360 Pomona	CW supervisor sends a calendar with available intake slots to the DPSS office and the GSW's schedule the clients and return the calendar with the information needed for the clients. The CW supervisor provides the intake dept. with the month's intakes that were authorized & scheduled by the CW supervisor.		831 E. Arrow Highway	Pomona	91767	(909) 398-4383	(909) 398-0127	7990	No	English, Spanish

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Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 4										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Children's Institute Inc. - Temple St.	Isabel Fuentes	(213) 385-5100 x3429	2121 W. Temple Street	Los Angeles	90026	(213) 385-5100	(213) 260-7791	7817A	Limited slots open. M-F 5-8pm and Sat. 9-4pm	English, Spanish
Northeast MHC (D-O)	Ask intake person for CW appt.	(213) 680-6366	3303 N. Broadway	Los Angeles	90031	(323) 478-8200	(323) 221-2019	7905A, 1914A,B	No	English, Spanish, Korean, Mandarin
	Candy Cáceres, PsyD., LMFT	(323)220-0836, (213) 680-6367								
Hillsides Los Angeles	Ask intake person for CW appt.	(626) 373-2900	1910 Sunset Blvd. Suite 650	Los Angeles	90026	(626) 373-2900	(626) 373-2940	7645A	Mon 5:00 - 6:30pm	English, Spanish
		Mailing Address for Hillsides Los Angeles SA4 --> Do NOT send to 1910 Sunset and 149 Pasadena Ave)	13001 Ramona Blvd. Ste. A	Irwindale	91706					English, Spanish, Russian, Armenian

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
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Service Area 4										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Pacific Clinics Portals Los Angeles	Ask intake person for CW appt.	(213) 639-0251	679 S. New Hampshire Ave. Suite 400	Los Angeles	90005	(213) 639-2677	(213) 388-1473	7678A	No	English, Spanish
SSG - Asian Pacific Counseling & Treatment Center	Ask for Officer of the Day for CW appt.	(213) 252-2100	520 S. Lafayette Park Place #300	Los Angeles	90057	(213) 252-2100	(213) 252-2199	7186A	No	English, Korean, Mandarin, Cantonese, Khmer, Vietnamese, Laotian, Spanish

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Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 5										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Didi Hirsch CMHC Sepulveda	Call Didi Hirsch Call Center	(310) 390-8896	4760 S. Sepulveda Blvd.	Culver City	90230	(310) 390-6612	(310) 398-5690	1973	Th, 5pm-7pm	English, Spanish
	Patricia Chaidez - priority level 1	(310) 846-2113								
Pacific Asian Counseling Services Los Angeles	Karina Flores	(562) 208-2074 (310) 337-1550 x2134	8616 La Tijera Blvd. Ste 200	Los Angeles	90045	(310) 337-1550	(310) 337-2805	7272A	No	English, Chinese, Japanese, Korean, Tagalog, Vietnamese

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
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Service Area 6										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
1736 Family Crisis Center Los Angeles	Demitri Richmond, LCSW	(323) 737-3900 x221	2116 Arlington Avenue Suite 200	Los Angeles	90018	(323) 737-3900	(323) 737-3993	7348	By Appt only M-F 5-8pm	English, Spanish
	Beatrice Perez	(323) 737-3900 x219								
	Enrique Zuniga, LCSW	(323) 737-3900 x221								
Mark Ridley-Thomas Behavioral Health Center (D-O)	Bobby Bunch	(310) 668-4186	12021 S. Wilmington Ave. 2nd Fl.	Los Angeles	90059	(424) 454-5000	(310) 223-0914	6864L	No	English, Spanish
	Christine Teramoto, LMFT	(310) 668-4365								
Children's Institute Inc.	Isabel Fuentes	(424) 536-4320 Ext 8600	10200 Success Ave. Watts Campus	Los Angeles	90002	(424) 536-4320 Ext 8600	(424) 477-0017	7736A	No	English, Spanish
Didi Hirsch Taper Manchester Center	Call Didi Hirsch Call Center	(888) 807-7250	1328 West Manchester Ave.	Los Angeles	90044	(323) 778-9593	(323) 778-0028	7423A	No	English, Spanish
	Patricia Chaidez - priority level 1	(310) 846-2113								

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
CalWORKs Directly Operated and Contract Providers, Locations, SPAs Contact List for GAIN**

Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 6										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
The Guidance Center Compton	call ACCESS Referral Center	(562) 485-3085	901 W. Victoria St. Suites F & G	Compton	90220	(310) 669-9510	(310) 669-9501	7279A	No	English, Spanish
SHIELDS for Families-CalWORKs	Maria Soto	(323) 242-5000 x4103	11601 S. Western Ave	Los Angeles	90047	(323) 242-5000 x4103	(323) 242-3521	7763A	No	English, Spanish
	Kimberly Brown, CalWORKs Coordinator/Lead Therapist	(323) 516-2012								
Southern California Health and Rehabilitation Program (SCHARP) - CalWORKs	Ask intake person for CW appt.	(323) 596-2480	3850 Crenshaw Blvd.	Los Angeles	90008	(323) 596-2480	(323) 596-2487	7555A,C	No	English, Spanish
	Yvonne Henderson, MFTI	(323) 596-2480								
West Central Family MHS (D-O)	Rochelle E. Thompson, intake staff work cell (213)219-0634	(323) 298-3677	1720 E. 120th Street	Los Angeles	90059	(424) 429-2819	(213) 402-3551	1908A,W	No	English, Spanish
	Veronica Gannaway – PSW	(323) 298-3722				(323) 298-3680				

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
CalWORKs Directly Operated and Contract Providers, Locations, SPAs Contact List for GAIN**

Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 7										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
ALMA Family Services Pico Rivera	Ruby Nieto Padilla	(562) 692-1517	6505 Rosemead Blvd. Suite 101	Pico Rivera	90660	(562) 692-1517	(562) 699-1378	7709	No	English, Spanish, Portuguese
	Ask intake person for CW appt.	(562) 692-1517								
Pathways Community Services	Ask intake person for CW appt.	(562) 246-5700	3337 Telegraph Rd Suite 123	Pico Rivera	90660	(562) 246-5700	(562) 246-5701	19ENA	No	English, Spanish
Enki East LA MHS Bell Gardens	Ask intake person for CW appt.	(562) 806-5000	6001 Clara Street.	Bell Gardens	90201	(562) 806-5000	(562) 806-9395	7254A	No	English, Spanish
Pacific Clinics El Camino MHC	Cintha Cardenas Echeгойen, LMFT	(562) 949-8455	11721-A Telegraph Road	Santa Fe Springs	90670	(562) 949-8455	(562) 949-4807	7194A	Wed, Th 5-7p	English, Spanish, Mandarin, Cantonese

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
CalWORKs Directly Operated and Contract Providers, Locations, SPAs Contact List for GAIN**

Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 7										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Rio Hondo Community MHC (D-O)	Ask for front office staff asst. For Priority Level 1, ask for CW Supervisor or clinician Stephanie Platt, LCSW	(562) 402-0688	17707 S. Studebaker Road	Cerritos	90703	(562) 402-0688	(562) 809-0185	1930A, D, G	No	English, Spanish, Tagalog, Mandarin
Roybal Family Mental Health Services (D-O)	ask for CalWORKs appt from Clerical Staff and Andres	(323) 267-3400	4701 E. Cesar Chavez Ave, (Formerly Brooklyn Ave.)	Los Angeles	90022	(323) 267-3400	(323) 260-5201	6857A	No	English, Spanish
San Antonio Family Center (D-O)	Ask intake person for CW appt.- Brenda	(323) 584-3700	2629 Clarendon Ave. 2 nd Floor	Huntington Park	90255	(323) 584-3700	(323) 277-4674	7468A	No	English, Spanish

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
CalWORKs Directly Operated and Contract Providers, Locations, SPAs Contact List for GAIN**

Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 8										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Children's Institute Inc. Long Beach	Isabel Fuentes	(213) 385-5100 x3429	1500 Hughes Way, POD C, Suite 100	Long Beach	90810	(213) 252-5800 ext 3523	(424) 477-0017	7779A	No	English
	Ershelle Williams	(213) 385-5100 x3421								
Coastal Asian Pacific Islander Family MHC - Gardena (D-O)	Ask for CalWORKs intake person Linda J. Lee, LCSW	(310) 217-7312	14112 South Kingsley Drive	Gardena	90249	(310) 217-7312	(310) 352-3111	7064A	No	English, Spanish, Tagalog, Cambodian
Didi Hirsch Inglewood	Call the Didi Hirsch Call Center	(310) 390-8896	323 North Prairie Ave. 3rd Floor	Inglewood	90301	(310) 677-7808	(310) 677-7205	7209A,W	No	English, Spanish
	Patricia Chaidez - priority level 1	(310) 846-2113								
The Guidance Center Long Beach	call ACCESS Referral Center	(562) 485-3085	1301 Pine Ave.	Long Beach	90813	(562) 595-1159	(562) 426-4661	7433A	No	English, Spanish

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
 CalWORKs Directly Operated and Contract Providers, Locations, SPAs Contact List for GAIN**

Facility Name	Direct Contact Person/Unit for CalWORKs Referrals	Direct Contact Phone Number	Address	City	Zip	Main Office Phone Number	Main Office Fax Number	Provider Number	After Hours	Languages
Service Area 8										
NOTE: Ask intake person for CalWORKs appointment. Please make sure to identify yourself as "GAIN Service Worker".										
Long Beach Asian Pacific Islander Family MHC (D-O)	Ilene Reth	(562) 346-1107	4510 E. Pacific Coast Highway Suite 600 (6 th Floor)	Long Beach	90804	(562) 346-1100	(562) 961-7604	7207A	No	English, Spanish, Cambodian, Vietnamese, Japanese, Tagalog, Laotian, Samoan
	Julie Leevarinpanich, LCSW	(562) 346-1130								
Long Beach Child & Adolescent Clinic (D-O)	Ask intake person for CW appt.	(562) 256-2906	2600 Redondo Ave. 6 th Floor	Long Beach	90806	(562) 256-2906	(562) 290-0118	1926Y	No	English, Spanish
	E. Sofia Mendoza, LCSW	(562) 256-2913								
Pacific Asian Counseling Services Long Beach	Karina Flores	(562) 208-2074	3530 Atlantic Ave. Ste 210	Long Beach	90807	(562) 424-1886	(562) 424-2296	7426A,C	M-F 5-6pm	English, Korean, Khmer (Cambodian), Chinese (Cantonese & Mandarin), Japanese, Samoan, Tagalog, Vietnamese
		(562) 424-1886 x2134								

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
CalWORKs Family Stabilization Counseling for Kids (CFSC4Kids) Program**

SERVICE AREA	CLINIC/PROGRAM	CalWORKs CHILDREN'S CLINICIAN	CalWORKs SUPERVISOR/ COORDINATOR	PROGRAM MANAGER
1	AV Kidz Connection 2323 A East Palmdale Blvd. Palmdale, CA 93550 (661) 223-3800	Shalini "Reese" Mabin (661) 223-3808 smabin@dmh.lacounty.gov	Deborah Hansen (661) 223-3800 DHansen@dmh.lacounty.gov	Theion Perkins (661) 223-3800 TPerkins@dmh.lacounty.gov y
2	San Fernando Mental Health Center 10605 Balboa Blvd., Suite 100 Granada Hills, CA 91344 (818) 832-2400	Paola Araiza (818) 832-2400 ext. 5631 PAraizaFuentes@dmh.lacounty.gov	Carla Avalos (818) 832-2400 ext. 6184 CAvalos@dmh.lacounty.gov	Dina Dutton (818) 832-6161 DDutton@dmh.lacounty.gov
3	East San Gabriel Valley Mental Health Center 1359 N. Grand Ave. Covina, CA 91724 (626) 430-2900	Susana Montes (626) 430-2823 SMontes@dmh.lacounty.gov	Makan Emadi (626) 254-1467 MEadi@dmh.lacounty.gov	Michelle Majors (626) 430-2900 MMajors@dmh.lacounty.gov y
4	Northeast Mental Health Center 631 Maple Ave. Los Angeles, CA 90014 (213) 680-6366	David Gudino (213) 680 -6358 DGudino@dmh.lacounty.gov	Candy Caceres (213) 680-6367 CCaceres@dmh.lacounty.gov	Marcie Gibbs (213) 680-6307 MGibbs@dmh.lacounty.gov
5	Edelman Mental Health Center 11303 Washington Blvd, Suite 200 Los Angeles, CA 90066 (310) 482-3200	Ashanique Nelson (310) 482-3217 ahnelson@dmh.lacounty.gov	Melanie Harewood (310) 482-3225 mharewood@dmh.lacounty.gov	Patrice Grant (310) 482-3202 PGrant@dmh.lacounty.gov

**LOS ANGELES COUNTY – DEPARTMENT OF MENTAL HEALTH
 CalWORKs Family Stabilization Counseling for Kids (CFSC4Kids) Program**

SERVICE AREA	CLINIC/PROGRAM	CalWORKs CHILDREN'S CLINICIAN	CalWORKs SUPERVISOR/ COORDINATOR	PROGRAM MANAGER
6	Augustus Hawkins Mental Health Center 1720 E. 120 th Street Los Angeles, CA 90059 (310) 668-8131	Lourdes Ixcamey (310) 668-4915 Lixcamey@dmh.lacounty.gov	Christine Teramoto (310) 668-4365 Cteramoto@dmh.lacounty.gov	Sacha M. Dovick (310) 668-4803 Sdovick@dmh.lacounty.gov
7	San Antonio Mental Health Center 2629 Clarendon Ave., 2 nd Floor Huntington Park, CA 90255 (323) 584-3700	Yessenia Rocha-Lopez (323) 584-3732 YLopez@dmh.lacounty.gov	Cynthia Juarez (323) 584-3706 CJuarez@dmh.lacounty.gov	Silvia Rowe (323) 584-3721 Srowe@dmh.lacounty.gov
8	Long Beach Child & Adolescent Program <i>HealthCare Partners Willow Street Office</i> 2600 Redondo Ave., 6 th Floor Long Beach, CA 90806 (562) 599-9271	Stephanie Alvarez (562) 256-7399 StAlvarez@dmh.lacounty.gov	(Eva) Sofia Mendoza (562) 256-2913 Emendoza@dmh.lacounty.gov	Heather Jensen (562) 256-2956 Hjensen@dmh.lacounty.gov

Edward Armstrong, Mental Health Clinical Program Manager
 (213) 251-6827 office
 (213) 259-5254 mobile (213) 738-4979 fax
earmstrong@dmh.lacounty.gov

Yenee Page, Mental Health Clinical Supervisor
 (213) 251-6525 office
 (213) 804-5520 mobile (213) 738-4979 fax
ypage@dmh.lacounty.gov

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
4	ADAPT Program Inc.	1644 Wilshire Blvd., Suite 303, Los Angeles, CA 90017	213-483-5703		
4	Addiction Research and Treatment, Inc.	1926 West Beverly Blvd, Los Angeles, CA 90057	213 483-5703		
6		4920 S. Avalon Blvd., Los Angeles, CA 90011	323 235-5035		
3		15229 East Amar Rd., La Puente CA 91744	626 855-5090		
4		1701 Zonal Ave., Los Angeles, CA 90033	323 223-6298		
6		11682 Atlantic Ave., Lynwood, CA 90262	310 537-5883		
6		11900 South Avalon Blvd., Suite 200, Los Angeles, CA 90061	323 242-0500		
3,7,8		AEGIS Treatment Centers	11041 East Valley Blvd. El Monte, CA. 91731	Daniel Radnia 626-442-4147	
6	1050 North Garey Ave., Pomona, CA 91767		909 623-6391		
6	1322 N. Avalon Blvd, Wilmington, CA 90744		310 513-1300		
6	1825 E. Thelborn St., West Covina, CA 91790		626 915-3844		
6	614 West Manchester Blvd., Suite 104, Inglewood, CA 90301		310 412-0879		
3	1450 North Lake Avenue, Suite 150, Pasadena, CA 91104		626 794-1161		
7	14238 Imperial Hwy., La Mirada, CA 90638		562 946-1587		
7	14240 Imperial Hwy., La Mirada, CA 90638		562 946-1587		
2	Alcoholism Center for Women, Inc.	1147 S. Alvarado St. Los Angeles, CA 90006	Lorette Herman 213-381-8500		
1	American Health Services LLC	2720 E.Palmdale, Blvd., Suites 129, 130, 131, Palmdale, CA 93550	661 947-3333		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
8	American Indian Changing Spirits	2120 W. Williams St., Building 1, 2, and 3, Long Beach, CA 90810	562 388-8118		
6	Asian American Drug Abuse Program Inc.	2900 Crenshaw, Blvd., 2nd Floor, Los Angeles, CA 90016	323-293-6291		
6		5318 Crenshaw Blvd. Los Angeles, CA 90043	Jerimiah Mern or Lauren Lee 323-296-6291	Permits 1 child up to age 3 per parent	English, Spanish, Vietnamese, Khmer, Cantonese, Japanese, Samoan, Korean spoken
8		520 N. La Brea Ave. Inglewood, CA 90302	Rita Villalobos 323-294-4932		English, Spanish, Japanese spoken
6		2547 Bronson Ave., Los Angeles, CA 90016	323 293-6291		
6		4654 West 18th Los Angeles, CA 90019	323 293-6291		
8		13931 Van Ness Ave., Gardena, CA 90249	310 768-8018		
3	Behavioral Health Services	American Recovery Center 2180 W. Valley Blvd. Pomona, CA 91768	909-865-2336	Permits 2 children up to age 10 per parent	English/Spanish spoken
4		11717 Crenshaw Blvd. Inglewood, CA 90303	310 679-9126		English/Spanish spoken
4		Lincoln Heights Recovery Center 4099 N. Mission Rd. Los Angeles, CA 90032	323-221-1746		English/Spanish spoken
7		Boyle Heights Recovery Center 3421 E. Olympic Blvd. Los Angeles, CA 90023	323-262-1786		English/Spanish spoken
8		1835 Chestnut Ave., Apartments 5-10, Long Beach, CA 90813	562-599-8444		English/Spanish spoken
8		Joint Efforts 590 W. 8th St. San Pedro, CA 90731	Yvette Parra 310-831-2358		
8		9100 S. Sepulveda Blvd. Suite 105, Los Angeles CA, 90045	310 644-3659		English/Spanish spoken

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
8	Behavioral Health Services	615 Elm Ave. Long Beach, CA 90802	562-435-7350	Permits 1 child up to age 5 per parent	
8		Flossie Lewis 341 E. 6th St. Long Beach, CA 90802	Christine Cobos 562-435-7350	Permits women with children	English/Spanish spoken
8		Flossie Lewis 351 E. 6th St. Long Beach, CA 90802	Christine Cobos 562-435-7350	Permits women with children	English/Spanish spoken
8		Pacifica House (Formerly Cambodian Assoc. of America) 2501 W. El Segundo Blvd. Hawthorne, CA 90250	Mike Milland 323-754-2816		English/Spanish spoken
8		Patterns 12917 Cerise Ave. Hawthorne, CA 90250	Travestine Casey 310-675-4431	Permits 2 children up to age 10 per parent	English/Spanish spoken
8		Redgate Memorial 1775 Chestnut Ave. Long Beach, CA 90813	Chantel 562-599-8444		English/Spanish spoken
8		South Bay Recovery Center 15519 Crenshaw Blvd. Gardena, CA 90249	Luis Renteria 310-679-9031		English/Spanish spoken
8		Wilmington Recovery Center 1318 - A N. Avalon Blvd. Wilmington, CA 90744	Yvette Parra 310-549-2710 X3613		English/Spanish spoken
8		514 W. Pacific Coast Highway, Long Beach, CA 90806	562 432-0713		English/Spanish spoken
5		BEIT T'Shuvah	8831 Venice Blvd., Los Angeles, CA 90034	310 280-3692	
6	Bienestar Human Services, INC	8134 Van Nuys Blvd., Suite 200, Panorama City, CA 91402	818 908-3820		
8	Cambodian Association of America	2501 Atlantic Ave. Long Beach, CA 90806	Tony Mith 562-424-6105		English, Spanish, Cambodian spoken
6	Canon Human Services, INC.	1000-1002 East 80th St., Los Angeles, CA 90001	323 249-9097		
6		9705 S. Holmes Ave., Los Angeles CA 90002	323 249-9097		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
2	Cri-Help	George T. Pfleger Center 11027 Burbank Blvd. Burbank, CA 91601	Fina Arellano 818-985-8323		English/Spanish spoken
5	CHABAD of California INC.	947 South Ridgeley Dr, Los Angeles, CA 90036	(323) 965-1365		
5		5675 West Olympic Boulevard, Los Angeles, CA 90036	(323) 965-1365		
5		1750 South La Cienega Boulevard, Los Angeles, CA 90035	(323) 965-1365		
2	Child and Family Center	21545 Centre Pointe Parkway, Santa Clarita, CA 91350	(661) 481-2801		
4	Children's Hospital Los Angeles	5000 Sunset Boulevard, Suite 701, Los Angeles, CA 90027	(323) 361-2463		
6	City of Pasadena Public Health Department	1845 North Fair Oaks Avenue, Pasadena, CA 91103	(626) 744-6339		
6	Clare Foundation, Inc.	2207 23rd Street, Santa Monica, CA 90405	(310) 314-6200		
5		4336 Alla Road, Los Angeles, CA 90066	(310) 314-6200		
5		1869-1871 9th Street, Santa Monica, CA 90404	(310) 369-6974		
6		905 Pico Boulevard, Santa Monica, CA 90405	(310) 314-6200		
6		907 Pico Boulevard, Santa Monica, CA 90405	(310) 314-6200		
6		844 Pico Boulevard, Santa Monica, CA 90405	(310) 314-6200		
5		1334 Lincoln Boulevard, Santa Monica, CA 90401	(310) 314-6200		
6		1002 Pico Boulevard, Santa Monica, CA 90405	(310) 314-6200		
6	Clinica Monsenor Oscar A. Romero	123 South Alvarado Street, Los Angeles, CA 90057	(323) 987-1034		
6		2032 Marengo Street, Suite, B, Los Angeles, CA 90033	(323) 987-1034		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
7	Comptior, Inc.	4363 Tweedy Blvd., South Gate, CA 90280	(323) 378-2009		
6	CRI-Help, Inc.	4819 Gambier Street, El Sereno, CA 90032	(323) 222-1440		
6		4944 Barstow Street, Los Angeles, CA 90032	(323) 222-1440		
2		5640 Case Avenue, North Hollywood, CA 91601	(818) 985-8323		
2		5719 Craner Avenue, North Hollywood, CA 91601	(818) 985-8323		
2		6054 Willowcrest Avenue, North Hollywood, CA 91601	(818) 985-8323		
2		11027 Burbank Blvd, North Hollywood, CA 91601	(818) 985-8323		
6		Divine Healthcare Services, Inc.	405 W. Manchester Blvd., Suite A Inglewood, CA 90301	(310) 672-3820	Permits women with children
3	Eggleston Youth Centers, Inc., D.B.A. Eggleston Substance Abuse and Education Program	13001 Ramona Boulevard, Suites E & J, Irwindale, CA 91706	(626) 349-0388		
2	El Dorado Community Service Center	24625 Arch Street, Newhall, CA 91321	(661) 288-2644		
6		4023 Marine Avenue, Lawndale, CA 90260	(310) 675-9555		
6		4450 West Century Boulevard, Inglewood, CA 90304	(310) 671-9294		
7		5200 San Gabriel Place, Suite A-C, Pico Rivera, CA 90660	(562) 222-1331		
2	El Proyecto Del Barrio	9140 Van Nuys Blvd. #211 Panorama City, CA 91402	(818) 895-2206	Permits only women with children	Sat 8am-5pm; English Spanish spoken
7	Exodus Recovery Inc.	1920 Marengo Street, Los Angeles, CA 90033	(323) 276-6450		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
5	Families for Children, Inc.	2504 W. Manchester Blvd. Inglewood, CA 90305	(323)751-3805 (323)-750-5855 X101		
8	Fred Brown's Recovery Services, Inc.	356 West 13th Street, San Pedro, CA 90731	(310) 591-8723		
8		1329 West 227th Street, Torrance, CA 90501	(310) 591-8723		
8		20533 Catalina Street, Torrance, CA 90502	(310) 591-8723		
8		242 West 14th Street, San Pedro, CA 90731	(310) 591-8723		
8		244 West 14th Street, San Pedro, CA 90731	(310) 591-8723		
8		354 West 13th Street, San Pedro, CA 90731	(310) 591-8723		
8		355 West 15th Street, San Pedro, CA 90731	(310) 591-8723		
8		357 West 15th Street, San Pedro, CA 90731	(310) 591-8723		
8		378 West 15th Street, San Pedro, CA 90731	(310) 591-8723		
8		423 West 13th Street, San Pedro, CA 90731	(310) 591-8723		
8		425 West 13th Street, San Pedro, CA 90731	(310) 591-8723		
8		477 West 19th Street, San Pedro, CA 90731	(310) 591-8723		
8		270 West 14th Street, #3, San Pedro, CA 90731	(310) 519-3400		
8		278 West 14th Street, San Pedro, CA 90731	(310) 591-8723		
8		270 West 14th Street, San Pedro, CA 90731	(310) 591-8723		
8		276 West 14th Street, San Pedro, CA 90731	(310) 591-8723		
3	Healthright 360 (Prototypes)	2650 East foothill Blvd. Pasadena, CA 91107	(909) 634-2950		
3		831 East Arrow Highway, Pomona, CA 91767	(909) 398-4383		
3		845 East Arrow Highway, Pomona, CA 91767	(909) 624-1233		
3		2193 Saticoy Street, Pomona, CA 91766	(909) 624-1233		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
7	Helpline Youth Counseling, Inc.	14181 Telegraph Rd. Whittier, CA 90604	(562)273-0722	Permits women with children	M-Thu 8am-8pm; Fri 8am- 6:30pm; Sat 9am-1pm;
7		12440 Firestone Boulevard, Suite 316, Norwalk, CA 90650	(562) 864-3722		English, Spanish spoken
4	Homeless Health Care	2330 W. Beverly Blvd. Los Angeles, CA 90057	Maria Ortez (213)744-0721 X7141	Offers day care services	English/Spanish spoken
6	JWCH Institute, Inc.	1145 West 37th Place, Los Angeles, CA 90007	(310) 608-1505		
6		309 East 52nd Street, Los Angeles, CA 90011	(310) 608-1505		
6		Mini Twelve Step House 303 E. 52nd St. Los Angeles, CA 90011	(323)232-6228	Permits 2 children up to age 16 per parent	Accepts pregnant women; English/Spanish spoken
4	Korea Town Youth and Community Center, Inc.	3727 West 6th Street, Suite 411, Los Angeles, CA 90020	(213) 365-7400		
7	Little House	9718 Harvard Street, Bellflower, CA 90706	(562) 925-2777		
8	Los Angeles Biomedical Research Institute at Harbor-UCLA Medical Center	1124 West Carson Street, Building N33, Torrance, CA 90502	(323) 457-1898		
4	Los Angeles Centers for Alcohol and Drug Abuse	470 E. Third Street #A Los Angeles, CA 90013	Bill Tarknain (213)626-6144		English/Spanish spoken
7		Allen House 10425 S. Painter Ave. Santa Fe Springs, CA 90670	Pamela Dunnington (562) 906-2685	Permits children under age 3	Special beds for persons living with HIV; Native Americans; pregnant women; women with children under age 3
7		11015 Bloomfield Ave. Santa Fe Springs, CA 90670	Liana Sanchez (562)906-2676 lsanchez@lacada.com		English/Spanish spoken

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
3	Los Angeles Centers for Alcohol and Drug Abuse	1646 North Fair Oaks Avenue, Pasadena, CA 91103	(626) 314-3333		
7		9866 Linden Street, Bellflower, CA 90706	(562) 906-2676		
8		515 Nebraska Avenue, Long Beach, CA 90802	(562) 906-2676		
8		5861 Cherry Ave. Long Beach, CA 90805	(562) 676-4259		
8		2500 East 7th Street, Long Beach, CA 90804	(562) 906-2676		
7		8919 California Avenue, South Gate, CA 90280	(562) 906-2676		
3		2075 El Molino Avenue, Altadena, CA 91001	(626) 421-6311		
6		303 East 5th Street, Los Angeles, CA 90013	(213) 626-6411		
6		5379 Whittier Boulevard, Los Angeles, CA 90022	(562) 906-2676		
8		10210 Orr and Day Road, Suite B, Santa Fe Springs, CA 90670	(562) 348-0083		
8		14100 Glengyle Street, Whittier, CA 90604	(562) 906-2676		
7		MELA Counseling Services Center	5723 Whittier Blvd. Los Angeles, CA 90022	Juan Meza or Linda Macias (323)728-0100 or (323) 721-6865	
2	Narcotic Addiction Treatment Agency, Inc.	8741 Laurel Canyon Boulevard, Sun Valley, CA 91352	(818) 786-5525		
3	National Council on Alcoholism and Drug Dependence of the East San Gabriel & Pomona Valley	4626 North Grand Ave. Covina, CA 91724	(626) 331-5316		
3		656 N. Park Ave. Pomona, CA 91768	Christian Carillo (909) 629-4084		
2	National Council on Alcoholism and Drug Dependence of the San Fernando Valley	6166 Vesper Ave. Van Nuys, CA 91411	Kimberly Yzheuriie (818) 997-0414		
2		24460 Lyons Ave. Santa Clarita, CA 91321	Kim Mancia (661)253-9400		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
8	Palm House, INC.	2515 East Jefferson Street, Carson, CA 90810	(310) 830-7803		
6	Penny Lane Centers	5628 East Slauson, Commerce, CA 90040	(818) 430-4445		
2		15305 Rayen Street, North Hills, CA 91343	(818) 430-4445		
1		43520 Division Street, Lancaster, CA 93535	(818) 430-4445		
6	People Coordinated Services of Southern California	4771 South Main Street, Los Angeles, CA 90037	(323) 732-9124		
6		1319 South Manhattan Pl, Los Angeles, CA 90019	(323) 732-9124		
6		3021 South Vermont Ave, Los Angeles, CA 90007	(323) 732-9124		
2	Phoenix House of Los Angeles, Inc.	11600 Eldridge Avenue, Lake View Terrace, CA 91342	(818) 686-3100		
5		503 Ocean Front, Walk, Venice, CA 90291	(310) 392-3070		
3	Principles, Inc.	1680 N. Fair Oaks Ave. Pasadena, CA 91103	626-798-0884		
3		1450 N. Lake Ave.2nd Fl Pasadena, CA 91104	Jill Hitzelberger 626-564-4240		
3		2659-61 Nina Street, Pasadena, CA 91107	(213) 625-5009		
3		38 Penn Street, Pasadena, CA 91103	(626) 798-0884		
3		725 N. Raymond Ave, Pasadena, CA 91103	(626) 798-0884		
8	Safe Refuge	3111 E. 7th St. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits women with 1 child under age 4	
8		3113 E. 7th St. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits women with 1 child under age 4	
8		3119 E. 7th St. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits women with 1 child under age 4	

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
8	Safe Refuge	719 Obispo Ave. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits a total of 7 children up to age 5	
8		727 Obispo Ave. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits a total of 7 children up to age 5	
8		3137-3139 East 7th St., Long Beach, CA 90804	(562) 987-5722		
8		3125 East 7th St., Long Beach, CA 90804	(562) 987-5722		
8		3131 East 7th Street, Apt. 1, 3, 4, 5, 6, Long Beach CA 90804	(562) 987-5722		
8		1046 Redondo Avenue, Long Beach, CA 90804	(562) 987-5722		
8		729 Obispo Ave. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits a total of 7 children up to age 5	
8		718 Freeman Ave. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits a total of 7 children up to age 5	
8		728 Freeman Ave. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits a total of 7 children up to age 5	
8		728-A Freeman Ave. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits a total of 7 children up to age 5	
8		728 ½ Freeman Ave. Long Beach, CA 90804	Lori Aviles or Arthur Romo 626-987-5722	Permits a total of 7 children up to age 5	
2		San Fernando Valley Community Mental Health Center, Inc.	5950 Cedros Avenue, Van Nuys, CA 91411	(818) 901-4836	
7	Shields for Families Inc.	2620 Industry Way #A Lynwood, CA 90262	323-242-5000 x1200		Open M/W/F, Sat 9am-5pm; Tu/Th 9am-9pm; English/Spanish Spoken
7		11705 Dep. Yamamoto Pl., Suite A Lynwood, CA 90262	323-242-5000 x1200		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
6	Shields for Families Inc.	9307 South Central Ave., Los Angeles, CA 90002	(323) 564-6982		
3	Social Model Recovery Systems, Inc.	Stepping Stones 17719 E. Cypress St. Covina, CA 91722	Patricia Flood 626-322-3145	Permits a total of 3 children up to age 5	Accepts pregnant women; English, Spanish Spoken
3		Stepping Stones 17727 E. Cypress St. Covina, CA 91722	Patricia Flood 626-322-3145	Permits a total of 3 children up to age 5	Accepts pregnant women; English, Spanish Spoken
3		Omni Center 3426 Cogswell Rd. El Monte, CA 91732	Monique Marquez 626-453-3400 Moniquem@socialmodel.com		English/Spanish spoken
3		Omni Center 3430 Cogswell Rd. El Monte, CA 91732	Monique Marquez 626-453-3400 Moniquem@socialmodel.com		English/Spanish spoken
3		Pasadena Council 1245 E. Walnut St. #117 Pasadena, CA 91106	Pamela Martin (626) 795-9127 Pamm@socialmodel.com		Open M-F until 9:00pm; Sat 9 am - Noon; evening groups M-F 6pm-7:30pm English/Spanish spoken
3		River Community 23701 E. Fork Rd. Azusa, CA 91702	Justin Worner 626-250-3290 Justinw@socialmodel.com		
7		Mariposa 453 S. Indiana St. Los Angeles, CA 90063	Melanie Gil (323) 266-7725 melanieg@socialmodel.com	Permits 2 children up to age 8 per parent	Permits pregnant women; English/Spanish spoken
6		860 South Westlake Avenue, Los Angeles, CA 90057	(213) 483-9202		
4		155 South Bimini Place, Los Angeles, CA 90004	(213) 388-1937		
6		823 East Cypress Street, Covina, CA 91722	626-858-4920		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
6	Social Model Recovery Systems, Inc.	11046 Main Street, Los Angeles, CA 91731	(626)-636-2370		
3		510 South Second Avenue, Suites 6 & 7, Covina, CA 91723	(626) 250-3291		
7	Southern California Alcohol and Drug Programs, Inc. (SCADP)	10603 Downey Ave. Downey, CA 90241	Deanne Sharpe 562-923-4545	Permits women with up to 2 children age 0-9 months	Open M-F, 8am-4pm; English/Spanish spoken
7		10615 Downey Ave. Downey, CA 90241	Deanne Sharpe 562-923-4545	Permits women with up to 2 children age 0-9 months	Open M-F, 8am-4pm; English/Spanish spoken
7		10621 Downey Ave. Downey, CA 90241	Deanne Sharpe 562-923-4545	Permits women with up to 2 children age 0-9 months	Open M-F, 8am-4pm; English/Spanish spoken
7		11500 Paramount Blvd. Downey, CA 90241	Debra McCullagh 562-923-4545	Permits women with up to 2 children	Open late afternoon through early evening
7		SCADP-Angel Step Too 16316 Cornuta Ave. Bellflower, CA 90706	Annette Alwmada 562-461-9272	Permits women with up to 2 children age 0-9 months	
7		SCADP-Angel Step Too 16316 1/2 Cornuta Ave. Bellflower, CA 90706	Annette Alwmada 562-461-9272	Permits women with up to 2 children age 0-9 months	
7		SCADP-Angel Step Too 16318 Cornuta Ave. Bellflower, CA 90706	Annette Alwmada 562-461-9272	Permits women with up to 2 children age 0-9 months	
7		SCADP-Angel Step Too 16322 Cornuta Ave. Bellflower, CA 90706	Annette Alwmada 562-461-9272	Permits women with up to 2 children age 0-9 months	
7		SCADP-Angel Step Too 16322 1/2 Cornuta Ave. Bellflower, CA 90706	Annette Alwmada 562-461-9272	Permits women with up to 2 children age 0-9 months	
7		SCADP-Angel Step Too 16322 7/8 Cornuta Ave. Bellflower, CA 90706	Annette Alwmada 562-461-9272	Permits women with up to 2 children age 0-9 months	

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
6	Special Services for Groups	SSG/HOPICS 5715 S. Broadway Los Angeles, CA 90037	Rudy Medina 323-948-0444		English/Spanish spoken
6		SSG/Weber Community Center 5849 Crocker St. Los Angeles, CA 90003	323-234-4445		English/Spanish spoken
6	Spirit Family Services	1218 West 59th Place, Los Angeles, 90044	(323) 948-0433		
3		2000 Tyler Ave., El Monte, CA 91733	(855) 714-8800		
7		8000 Painter Ave., Whittier, CA 90602	(562) 903-7000		
1	Tarzana Treatment Center	44443 N. 10th St. West, Suite A, Lancaster, CA 93534	Arisah Muhammad 661-726-2630 X4311	Permits 2 children up to age 5 per parent	
1		44447 N. 10th St. West, #Bldg. B Lancaster, CA 93534	Arisah Muhammad 661-726-2630 X4311	Permits 2 children up to age 5 per parent	English, Spanish, Armenian, Persian/Farsi spoken
1		44459 N. 10th St. West Lancaster, CA 93534	Arisah Muhammad 661-726-2630 X4311		English, Spanish, Armenian, Persian/Farsi spoken
1		907 W. Lancaster Blvd. Lancaster, CA 93534	Arisah Muhammad 661-726-2630 X4311	Permits 2 children up to age 5 per parent	
2		8330 Reseda Blvd. Northridge, CA 91324	Arisah Muhammad 818-534-1820		
2		7101 Baird Ave. Reseda, CA 91335	Arisah Muhammad 818-342-5897		
2		18646 Oxnard St. Tarzana, CA 91356	James Balderas 818-996-1051	Permits 2 children up to age 5 per parent	
7		12021 S. Wilmington Ave., Building 18, Suite 301, Los Angeles CA 90059	(424) 454-6081		

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
1	Tarzana Treatment Center	44443 North 10th St, West Lancaster, CA 93534	(800) 996-1051		
1		44447 North 10th St, West Building C, Lancaster, CA 93534	(800) 996-1051		
2		6022 Variel Ave., Woodland Hills, CA 91367	(800) 996-1051		
2		18700 Oxnard Street, Tarzana, CA 91356	(800) 996-1051		
1		320 E. Palmdale Blvd. Palmdale, CA 93550	(800) 996-1051		
3		5178 Atlantic Ave. Long Beach, CA 91801	(800) 996-1051		
2		18646 Oxnard St. Tarzana, CA 91356	(800) 996-1051		
8		2101 Magnolia Ave. Long Beach, CA 90806	Vanessa Walker 562-218-1862		
8		5190 Atlantic Ave. Long Beach, CA 90805	562-428-4111		Offers morning and evening groups
3		Tavarua Medical Rehabilitation Services D.B.A. Azusa Medical and Mental Health Services	474 South Citrus Avenue, Azusa, CA 91702	(626) 858-9500	
6	The Salvation Army, A California Corporation	5600 Rickenbacker Road, Building 2A-B, Bell, CA 90201	(949) 524-5058		
6		3107 South Grand Ave, Los Angeles, CA 90007	(213) 744-8186		
6	Transcultural Health Development, Inc.	117 E. Harry Bridges Blvd, Wilmington, CA 90744	(310) 549-8383		
2	Twin Town Corporation	8739 Santa Monica Blvd. West Hollywood, CA 90069	310-623-1477	Permits men with children	Open M-F 9am-9pm; Sat 9am - 1pm
2		4940 Van Nuys Blvd., Suite 201, Sherman Oaks, CA 91403	818-985-0560	Permits men/ women with children	Open M-F 9am-9pm; Sat 9am - 1pm
8		3440 Torrance Blvd. Ste. 104 Torrance, CA 90503	310-787-1335	Permits men/ women with children	Open M-F 9am-9pm; Sat 9am - 1pm

**COUNTY OF LOS ANGELES – DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL FAMILY SERVICES
PREFERRED PROVIDER NETWORK**

SPA	Agency Name	Address	Contact	Accommodate Children	Other Special Accommodations
5	Van Ness Recovery House	1919 N. Beachwood Drive Los Angeles, CA 90068	(323) 463-4266		
6	Volunteers of America of Los Angeles	2521 Long Beach Ave., Los Angeles, CA 90058	(562) 399-5452		
6	Watts Healthcare Corp	House of Uhuru 8005 S. Figueroa St. Los Angeles, CA 90003	Yuki Sugusaki 323-568-5400	Permits women with children up to age 5	Open M-Th, 9:00am-8:30pm; Fri 9am - 3pm, Sun Noon-6pm;English/Spanish/Japanese spoken
8	West County Medical Clinic	100 East Market St. Long Beach, CA 90805	(562) 428-4222		
2	Western Pacific Med-Corp	4838 Laurel Canyon Blvd., North Hollywood, CA 91607	(818) 506-4555		
7		11902 Rosecrans Blvd, Suites A and D, Norwalk, CA 90650	(562) 929-7188		
2		14332 Victory Blvd, Van Nuys, CA 91401	(818) 989-1996		
1		45335 Sierra Highway, Lancaster, CA 93534	(661) 949-8599		
1		7232 Canby Avenue, Suites 4, 5, 6, Reseda, CA 91335	(818) 705-5561		
2		9462 Van Nuys Blvd, Panorama City, CA 91402	(818) 891-8555		
2		4544 San Fernando Rd, Suite 201, Glendale, CA 91204	(818) 956-3737		
6	You Can Health Services	600 W Manchester Avenue, Suite 5, Los Angeles, CA 90044	(323) 750-9247		

**DPSS CALWORKS HOME VISITING PROGRAM
Nurse Family Partnership (NFP) Program**

		GAIN Location Address	SPA Coverage	Public Health Nurse/ Staff	Email Address	Phone Number
DPSS GAIN Offices						
1	Region 1	5200 W. Century Blvd. Los Angeles, CA 90045	5,6,8	Adela Navarro-Camarillo, PHN	acamarillo@ph.lacounty.gov	Cell:213-587-2438
2	Region III Monterey Park	588 Atlas Ave Monterey Park, CA 91755	4,6	Monica Flores, PHN Virtually co-located January 2021	mflores@ph.lacounty.gov	Cell: 323-440-2744
3	Region III Monterey Park	588 Atlas Ave Monterey Park, CA 91755	3	Dior Hildebrand, PHN	dhildebrand@ph.lacounty.gov	Cell: 323-697-2310
4	Region III Pomona	2255 N. Garey Ave. Pomona CA 91767	3	Socorro Banuelos, PHN	sbanuelos@ph.lacounty.gov	Cell:213-281-2247
5	Region IV	3833 S. Vermont Ave. Los Angeles, CA 90037	4,6	Elizabeth Alarcon, PHN	earcon@ph.lacounty.gov	Cell: 213-292-1739
6	Region V	2959 Victoria St. Rancho Dominguez, CA 90221	8,6,7	Irene Lee, PHN	ilee@ph.lacounty.gov	Cell: 323-697-8918
7	Region V	2959 Victoria St. Rancho Dominguez, CA 90221	6,7	Rebecca Bao, PHN	Rbao@ph.lacounty.gov	Cell: 213-910-6341
8	Region VI Bell	5460 Bandini Blvd. Bell CA, 90201	7,6,8	Angelica Carrillo, PHN Covers Region VI, but is not physically co-located.	acarrillo@ph.lacounty.gov	Cell: 213-587-2339
9	Region VI Belvedere	5445 Whittier Blvd. Los Angeles, CA 90022	7,6,8	Evelyn Hines, PHN Covers Region VI, but is not physically co-located.	ehines@ph.lacounty.gov	Cell: 213-999-0344
MAXIMUS GAIN Offices						
10	Region II Chatsworth	21415 – B Plummer St. Chatsworth, CA 91311	2	Nina Villanueva- Ahorro, PHN	nbahorro@ph.lacounty.gov	Cell: 213-327-4320
11	Region II Palmdale	1050 E. Palmdale Blvd St. 204 Palmdale, CA 93550	1	Adriana Basurco, PHN	abasurco@ph.lacounty.gov	Cell: 323-695-6342
12	Region VII	3307 North Glenoaks Blvd. Burbank, CA 91504	2	Patricia Aguilar, PHN	paguilar@ph.lacounty.gov	Cell: 213-271-8135

**DPSS CALWORKS HOME VISITING PROGRAM
Healthy Families America (HFA)**

SPA	HFA Provider Name and Office Address	Program Supervisor	Contact No. and Email Address
1	Antelope Valley Partners for Health 44226 10 th St. West Lancaster, CA 93534	Ruth Sosa Lead Program Supervisor	C: 661-8784638 rsosa@avph.org
2	Pacific Asian Counseling Services 6931 Van Nuys Blvd., Suite 200 Van Nuys, CA 91405	Raquel Munoz Program Supervisor	O: 818-989-9214 rmunoz@pacsla.org
3	Foothill Family Services 1801 Huntington Drive Duarte, CA 91010	Christina Edwards Duarte Office Program Supervisor	cedwards@foothillfamily.org
4	Children's Bureau 3910 Oakwood Ave Los Angeles, CA 90004	Stephanie Montejo Program Supervisor	C: (213) 590-5422 stephaniemontejo@all4kids.org
4	Children's Institute, Inc 2121 Temple St. Los Angeles, CA 90026	Deyvi Arjona Program Supervisor	O: 323-382-5787 213-385-5100 ext. 1857 darjona@childrensinstitute.org
4	Wellnest 3031 S Vermont Ave Los Angeles, CA 90007	Carmen Mora Program Supervisor	O: 323-373.2400 ext. 2224 carmenm@wellnestla.org
6	SHIELDS for Families 11601 S. Western Ave. Los Angeles, CA 90047	Sonja Juniel Program Administrator	O: 323-242-5000 ext. 8612 C: 310-913-0023 sjuniel@shieldsforfamilies.org
7	Wellnest 3031 S Vermont Ave Los Angeles, CA 90007	Lizeth Ramos Program Supervisor	O: 323-925-6347 lizethr@wellnestla.org
8/5	Dignity Health 1045 Atlantic Ave, Suite 705 Long Beach, CA 90813	Lisa Ochoa DPSS Supervisor	O: 562-491-9100 ext. 5409 C: 562-233-3697 Lisa.Ochoa@commonspirit.org
8/5	The Children's Clinic 701 East 28 th St, Suite 200 Long Beach, CA 90806	Latreece Oliver Program Supervisor	O: 562-264-2809 loliver@tccfamilyhealth.org

**DPSS CALWORKS HOME VISITING PROGRAM
Parents As Teachers (PAT)**

SPA	PAT Provider Name and Office Address	Program Supervisor	Contact No. and Email Address
1	Child Care Resource Center (CCRC) 250 Grand Cypress Ave. Suite 601 Palmdale, CA 93551	Brandee Hill Supervisor, Family Well-Being	O: 661-789-1200 ext. 4804 C: 818-337-8065 Bhill@ccrcca.org
2	El Nido Family Centers 14547 Titus Street, Suite #100 Panorama City, CA 91402	Elena Rodriguez Supervisor	O: 818-781-8120 C: 818-472-8522 F: 818-781-8130 erodriguez@elnidofamilycenters.org
3	The Whole Child (TWC) 1901 W. Pacific Ave, Suite 240 West Covina, CA 91790	Teresa Morales Supervisor	O: 562-692-0383 Ext. 342 tmorales@thewholechild.org
4	El Nido Family Centers 440 Shatto Pl. Suite 424, Los Angeles, CA 90020	Madaleine Hernandez Supervisor	O: 213-335-3739 C: 213-528-8924 Madaline.hernandez@elnidofamilycenters.org
4	Plaza Community Center, Inc. 4100 City Terrace Dr. Los Angeles, CA 90063	Claudia Tarazon Supervisor	O: 323-513-6057 C: 323-741-1005 ctarazon@plazacs.org
6	SHIELDS for Families 11601 S. Western Ave. Los Angeles, CA 90047	Sonja Juniel Program Administrator	O: 323-242-5000 Ext. 8612 C: (310) 913-0023 sjuniel@shieldsforfamilies.org
7	Human Services Association 6800 Florence Ave Bell Gardens, Ca 90201	Tanya Robles Program Supervisor	O: 562-806-5400 Ext. 226 Tanya.robles@hsala.org
7	The Whole Child (TWC) 17215 Studebaker Rd., Suite 104 Cerritos, CA 90703	Victoria Ramos Supervisor	O: 562-205-1095 ext. 685 C: 562-581-4717 vramos@thewholechild.org
8/5	Richstone Family Center 13634 Cordary Ave. Hawthorne, CA 90250	Dulce Gomez Supervisor	O: 323-777-2590 Ext. 403 dgomez@richstonefamily.org

* Home Visiting Program (HVP) providers are directly operated or contracted by the Department of Public Health (DPH). Inventory of HVP providers may change as a result of DPH contracting processes.

PERFORMANCE OUTCOMES SUMMARY CHART

REQUIRED SERVICES	STANDARDS See Statement of Work, Subsection 12.2, Performance Outcome Areas and Key Measures	FISCAL ADJUSTMENT See Contract, Subsection 5.8, Performance Deductions	MONITORING SOURCE*
<p>Performance Outcome AREA 1 Work Participation Rate (WPR)</p>	<p>Every quarter, achieve a WPR of 50% for TANF work-eligible Participants.</p>	<p>For the quarterly evaluation period, if the Contractor does not achieve the required standard, the Contractor shall receive a performance deduction equal to one-half (0.50) percent of one month’s flat monthly fee amount.</p>	<p>E2Lite & TANF RADEP</p>
<p>Performance Outcome AREA 2 Sanction Resolution Rate</p>	<p>Every quarter, achieve a Sanction Resolution Rate of 5%.</p>	<p>For the quarterly evaluation period, if the Contractor does not achieve the required standard, the Contractor shall receive a performance deduction equal to one-half (0.50) percent of one month’s flat monthly fee amount.</p>	<p>Cal-OAR WTW/REP Sanction Resolution Rate Ad Hoc Report</p>

PERFORMANCE OUTCOMES SUMMARY CHART

REQUIRED SERVICES	STANDARDS See Statement of Work, Subsection 12.2, Performance Outcome Areas and Key Measures	FISCAL ADJUSTMENT See Contract, Subsection 5.8, Performance Deductions	MONITORING SOURCE*
Performance Outcome AREA 3 Sanction Rate	Every quarter, achieve a sanction rate of 12%.	For the quarterly evaluation period, if the Contractor does not achieve the required standard, the Contractor shall receive a performance deduction equal to one-half (0.50) percent of one month’s flat monthly fee amount.	Cal-OAR WTW/REP Sanction Rate Ad Hoc Report
Performance Outcome AREA 4 Employment Placement Rate	Every quarter, achieve an employment placement rate of 9%.	For the quarterly evaluation period, if the Contractor does not achieve the required standard, the Contractor shall receive a performance deduction equal to one-half (0.50) percent of one month’s flat monthly fee amount.	WTW/REP Activity Report
Performance Outcome AREA 5 Engagement Rate	Every quarter, achieve an engagement rate of 50%.	For the quarterly evaluation period, if the contractor does not achieve the required standard, the Contractor shall receive a performance deduction equal to one-half (0.50) percent of one month’s flat monthly fee amount.	Cal-OAR Engagement Rate Ad Hoc Report

* Monitoring sources are subject to change according to need and at County discretion.

KEY MEASURES SUMMARY CHART

REQUIRED SERVICES	STANDARDS See Statement of Work, Subsection 12.2, Performance Outcome Areas and Key Measures	FISCAL ADJUSTMENT	DEGREE OF DEVIATION ALLOWED	MONITORING SOURCE*
KEY MEASURE #1 Appraisal Attendance Rate	Every month, achieve an Appraisal Attendance rate of 60% or higher.	None	3%	Cal-OAR WTW/REP Appraisal Attendance Ad Hoc Report
KEY MEASURE #2 Percentage of Individuals between Activities more than 30 days	Every month, reduce the percentage of registrants between activities for more than 30 days to 5% or lower.	None	None	WTW/REP 30-Day Delinquent Report WTW/REP Activity Report

KEY MEASURES SUMMARY CHART

REQUIRED SERVICES	STANDARDS See Statement of Work, Subsection 12.2, Performance Outcome Areas and Key Measures	FISCAL ADJUSTMENT	DEGREE OF DEVIATION ALLOWED	MONITORING SOURCE*
<p>KEY MEASURE #3 Increased Timeliness of Supportive Services Authorization</p>	<p>Ensure Ancillary Supportive Services and Diaper Supportive Services payment requests are approved or denied and approved requests are submitted to CIA within two (2) workdays of request.</p> <p>Ensure Public Transportation payment requests are approved or denied and approved requests are authorized within two (2) workdays of request; payment requests for ongoing activities are authorized prior to the first day of the benefit month.</p> <p>Mileage/Retroactive Public Transportation payment requests are approved or denied and approved requests are submitted to CIA within two (2) workdays of request; payment requests for ongoing activities are authorized prior to the first day of the benefit month.</p>	<p>None</p>	<p>5%</p>	<p>On-Site Case Reviews and/or "Needs Status Report"</p>
<p>KEY MEASURE #4 Education/Training Rate</p>	<p>Every quarter, achieve an Education/Training rate of 25% or higher.</p>	<p>None</p>	<p>3%</p>	<p>WTW/REP Activity Report</p>

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
1	<p>Provide at Contract effective date a Quality Control (QC) Plan and remain in compliance with this County-approved QC plan throughout the Contract term.</p> <p>SOW, Section 3.0, Quality Control</p>	<p>a. Requires Contractor to provide a QC plan on Contract start date.</p> <p>b. Requires Contractor to comply with County approved plan.</p>	None	<p>a. Review Compliance for timely submission of the initial and subsequent QC Plan</p>	<p>a. Late or incomplete QC Plan - \$500</p> <p>b. \$50 a day</p>
2	<p>Contractor required to provide GAIN Case Management Services during County's normal business hours, Monday through Friday, between the hours of 8:00 a.m. and 5:00 p.m.</p> <p>SOW, Sec 7.0, Hours of Operation/Holidays</p>	<p>Requires direct services be performed during the required hours of operation.</p> <p>Note: Contractor may have County-approved flexible schedule.</p>	None	<p>On-Site Observation</p> <p>Substantiated User Complaint</p>	<p>\$100 per occurrence</p>

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
3	<p>Ensure CalWORKs Participants are offered Child Care services at Appraisal, WtW Plan signing/amendments, and all other points of contact. Ensure participants who request Child Care are referred to the appropriate Resource and Referral/Alternative Payment Program (R&R/APP) Agency timely/same day.</p> <p>Assist participants with any Child Care issues that may arise and work with participants and the R&R/APP agencies to trouble shoot and resolve</p>	<p>Requires same day Child Care referrals are entered into CalSAWS and submitted to the appropriate R&R/APP agency to ensure participants have secured child care and can participate in GAIN activities.</p>	3%	<p>On-Site Case Reviews and On-Site Observation</p>	<p>\$50 per occurrence</p>

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
4	<p>Provide all management and administrative services necessary to provide planning, coordinating, implementing, and monitoring of Contract.</p> <p>SOW, Section 6.0, Responsibilities</p>	<p>Requires administrative and management services for providing staffing, office management services, and monitoring.</p>	<p>None</p>	<p>On-Site Observation</p> <p>Substantiated User Complaint</p>	<p>\$50 per occurrence</p>

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
5	<p>Ensure that all confidential documents/papers are placed in a locked or secured container and shredded when disposing of such, as specified in Contract. No confidential documents/papers are to be recycled.</p> <p>Contract, Section 9.13, Shredding of Documents.</p>	<p>Requires that all confidential documents/papers are placed in a locked or secured container and shredded when disposing of such. Confidential documents/papers shall not be recycled.</p>	None	<p>On-Site Observation</p> <p>Substantiated User Complaint</p>	\$500 per occurrence
6	<p>Ensure CalWORKs Participants are informed of and offered Specialized Supportive Services (Domestic Violence, Mental Health and Substance Use Disorder) and participants who request services are referred in a timely manner as outlined in GAIN Policy Chapter 1400 - Specialized Supportive Services.</p>	<p>Evaluate and offer all CalWORKs Participants Domestic Violence, Mental Health and Substance Use Disorder services to remove barriers that interfere with participation in GAIN or obtaining and/or maintaining employment.</p>	None	<p>On-Site Case Reviews</p> <p>On-Site Observation</p> <p>CalSAWS</p>	\$500 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
7	Ensure CalWORKs Participants are evaluated for Learning Disabilities appropriately and timely as specifically outlined in GAIN Policy Chapter 1420 - Learning Disabilities.	Evaluate and assign CalWORKs Participants to appropriate activities to help resolve Learning Disability barriers. Complete required screening tool and the Learning Disability screen in CalSAWS for each participant.	3%	On-Site Case Reviews and On-Site Observation CalSAWS Substantiated User Complaint	\$100 per occurrence
8	Ensure CalWORKs Participants are offered supportive services appropriately and in a timely manner as specifically outlined in GAIN Policy Chapter 1200 - Supportive Services.	Requires CalWORKs Participants be offered supportive services appropriately and timely.	3%	On-Site Case Reviews and On-Site Observation CalSAWS	\$50 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
9	Ensure CalWORKs Participants are offered Post-Employment Services appropriately and in a timely manner as specifically outlined in GAIN Policy Chapter 1000 - Post-Employment Services.	Requires that Post-Employment Services are offered to employed CalWORKs Participants who meet eligibility criteria, appropriately and timely.	3%	On-Site Case Reviews and On-Site Observation CalSAWS	\$50 per occurrence
10	Ensure CalWORKs Participants are offered Post-Time Limit services appropriately and in a timely manner as specifically outlined in GAIN Policy Chapter 2100 – Post-Time Limit Services.	Requires CalWORKs Participants be offered Post-Time Limit services appropriately and timely. Participants must be offered time limit reviews and when requested, contractor must conduct time limit review.	3%	On-Site Case Reviews and On-Site Observation CalSAWS	\$50 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
11	Comply with the terms of the Customer Service Program directed by DPSS and as specifically outlined in the SOW. SOW, Section 6.14, Customer Service	Requires Customer Service goals are met: a. 95% of participants are seen within 20 minutes of their appointment time. b. Response to all inquiries, including inquiries from community advocate groups, within 2 hours. c. Achieves a 98% satisfaction rate of those surveyed.	2%	On-Site Observation Substantiated User Complaint Telephone/Site surveys	a. \$100 per occurrence b. \$100 per occurrence c. \$200 per occurrence
12	Ensure there is sufficient competently bilingual staff to administer GAIN case management services to participants whose primary language is not English but is one of the County threshold languages. SOW, Subsection 10.2.2, Contractor Staffing Responsibilities, Paragraph 10.2.2.3	Requires providing sufficient competently bilingual staff to administer GAIN case management services to participants whose primary language is not English but is one of the County threshold languages.	None	Review of MMR Substantiated User Complaint	\$100 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
13	<p>Utilize County-provided Language Line Solutions account to assist in serving participants whose primary language is not English and not one of the County threshold languages.</p> <p>SOW, Paragraph 6.2.2.5, Language Line Solutions Accounts</p>	<p>Requires Contractor compliance with Language Line Solutions usage. County has a zero tolerance of any misuse.</p>	None	<p>Review of MMR</p> <p>Substantiated User Complaint</p>	\$100 per occurrence
14	<p>Maintain and update a computerized inventory list of County-owned CalSAWS equipment, other computers, furniture, equipment, supplies, etc., at each GAIN site.</p> <p>SOW, Subsection 6.2.4.4, Equipment/Supplies/Materials and 6.6.5, Inventory Maintenance</p>	<p>Requires an inventory of all County-furnished equipment, computer terminals, personal computers (PCs), and furniture shall be initially established by the County and verified by the Contractor at start-up.</p> <p>Requires the computerized inventory list be maintained and updated quarterly in accordance with County standards.</p>	None	Review of Inventory List	\$50 per Occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
15	<p>Ensure that the computer and scanning equipment is secure and the confidentiality of computer data is maintained. SOW, Subsection 6.6.4, Security for Computer Equipment</p>	<p>Requires ongoing security/ upkeep of CalSAWS equipment and the confidentiality of computer data is maintained in accordance with County standards. Must Maintain up-to-date CalSAWS signed User Agreements on file for each end-user.</p>	None	<p>On-Site Observation and Personal Folder Reviews Substantiated User Complaint Reconciliation</p>	
16	<p>Initiate and maintain an electronic participant case file in CalSAWS for each GAIN participant as required by County and physical case folder only where appropriate (i.e. DV cases pending imaging of case documents) Timely and regularly update both the GAIN participant case file/folder as well as CalSAWS. SOW, Section 6.9, Record Keeping</p>	<p>Requires accurate and timely documentation of the GAIN participant's activities in the participant's case folder and/or CalSAWS. AND a. Requires input to CalSAWS within one business day or applicable specified timeframes consistent with policy.</p>	5%	<p>On-Site Case Reviews Desk Review CalSAWS</p>	<p>\$50 per case \$50 per case</p>

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
17	<p>Ensure that Confidentiality Agreements are on file for all active Contractor employees. Maintain the confidentiality of CalWORKs Participants' records by maintaining case folders as appropriate in locked drawers and cabinets at GAIN sites and at Contractor's headquarters.</p> <p>SOW, Section 6.10, Confidentiality of Records</p>	<p>a. Requires all Contractor employees have Confidentiality Agreements on file. b. Requires all CalWORKs Participants' records be secured in Contractor's sites. c. Requires all participant records be accessible to County upon request during any business day.</p>	None	<p>On-Site Personnel File Review and On-Site Observation</p>	<p>a. \$500 per occurrence b. \$500 per occurrence c. \$500 per occurrence</p>
18	<p>Assign an administrative person to receive and control the distribution of negotiables. Administrative staff shall also maintain accurate detailed control logs for audit purposes.</p> <p>SOW, Section 6.0, Responsibilities</p>	<p>a. Requires controls for distribution of negotiables. b. Requires an on-site immobile security-lock safe located in a secured area c. Requires accurate detailed control logs to be maintained.</p>	None	<p>On-Site Inspection</p>	<p>a. \$100 per occurrence b. \$50 per day c. \$50 per occurrence</p>

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
19	Comply with the terms of the Civil Rights Complaints Procedure and Contractor Complaints Procedures as specifically outlined in the SOW. SOW, Section 6.12, Complaints; and 6.13, Civil Rights Complaints Procedure	Ensures the terms of the Civil Rights Complaints Procedures and Contractor Complaints Procedures, are met.	None	Substantiated User Complaint; On-Site Case Reviews; and MMR Review	\$100 per occurrence
20	Comply with the terms of the Case Appeals Procedures and Welfare Fraud Procedures as directed by DPSS, and as specifically outlined in the SOW. SOW, Subsection 10.1.5, Appeals and State Hearing (ASH); and Paragraph 10.1.6, Welfare Fraud Prevention & Investigation (WFP&I)	Ensures the terms of the Case Appeals and Welfare Fraud Procedures are met.	None	MMR Review Substantiated User Complaint	\$100 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
21	Provide timely and accurate monthly invoices with supporting documentation to the CCA as specified in Contract. Contract, Section 5.5, Invoices and Payments	Ensures that all invoices are accurate, have support documentation and are submitted timely.	None	100% Invoice Review	Late, inaccurate, or incomplete invoice \$50 per day
22	Provide accurate and timely Monthly Management Reports (MMRs). Also provide any other reports requested by County to the CCA during the term of the Contract. SOW, Subsection 6.11.1	Provides accurate and timely MMRs and any other reports requested by County.	None	100% MMR Review	Late or incomplete MMR \$100 per day

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
23	Provide verification of insurance coverage to the CCA prior to the Contract start date and annually during the term of the Contract. Contract Sections 8.24, General Provisions for All Insurance Coverage and 8.25, Insurance Coverage	Ensures that all insurance policies are current and meet County insurance requirements.	None	Annual 100% Insurance Review	Full compensation for all costs incurred by County
24	Enforce all the requirements of the County's Living Wage (LW) Program. Contract, Section 9.1, Compliance with County's Living Wage Program, and Exhibit T, Living Wage Ordinance.	Contractor is responsible for enforcing all the requirements of the County's Living Wage Program.	None	Substantiated User Complaint On-Site Employee Interview; On-Site Personnel File Review; On-Site Observation; and LW	Late or Incomplete LW Reports \$50 a day Employee Payment less than LW pay \$100 a day

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
25	Implement a formal corrective action plan, approved by County, to remedy any and all unsatisfactory performance, within the timeframe agreed upon, via the issuance of a formal CDR. SOW, Section 12.8, Unsatisfactory Performance Remedies	Requires Contractor to implement a corrective action plan, when necessary, to remedy any and all unsatisfactory performance and prevent recurrence of same unsatisfactory performance in any subsequent monitoring period following issuance of CDR.	One Occurrence	On-Site Case Reviews MMR Review Substantiated User Complaint Other Sources	Reduction of \$300 dollars from Flat Monthly Fee, per recurrence
26	Conduct a mandatory Family Stabilization (FS) or Specialized Supportive Services (SSS) screening to determine if a participant requires a referral for FS services or SSS. SOW, Subsection 1.3.3, Family Stabilization (FS)	Contractor shall make every effort to ensure participants are referred to FS or SSS timely and appropriately.	None	On-Site Case Reviews	\$500 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
27	<p>Identified homeless or at risk of being homeless CalWORKs Participants are expedited into the GAIN program and provided intensive case management services in conjunction with intensive homeless case management services provided by CalWORKs Homeless Case Managers (HCM). SOW, Subsection 1.3.4, Homeless Supportive Services</p>	<p>Contractor to identify and expedite services for participants who are homeless or at risk of homelessness.</p>	None	On-Site Case Reviews	\$500 per occurrence
28	<p>Monitor the attendance and progress of participants in an approved SIP. Once the SIP is completed, refer the participant immediately to the next appropriate GAIN activity. SOW, Subsection 1.3.9, Self-Initiated Program (SIP)</p>	<p>Contractor shall monitor the attendance, progress, and completion of participants in an approved SIP. Once the SIP is completed, Contractor shall refer the participant immediately to the next appropriate GAIN activity.</p>	3%	On-Site Case Reviews	\$50 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
29	<p>Refer all non-exempt participants (except SIP/VOC/JST/REM participants, participants interested in enrolling in a public postsecondary educational institution, or participants wishing to pursue a high school diploma) to the Focus 360/Orientation/VA program.</p> <p>SOW, Subsection 1.3.10, Focus 360/Orientation/Vocational Assessment (VA)</p>	<p>All participants are required to attend Focus 360 Orientation/Motivation training unless they are exempt by one of the criteria listed under SOW, Subsection 1.3.11 paragraph 1.3.11.2</p>	3%	On-Site Case Reviews	\$50 per occurrence
30	<p>Ensure that CalWORKs participants sign their initial and any subsequent Welfare-to-Work Plan.</p> <p>SOW, Subsection 1.3.12, Development of WtW Plan</p>	<p>Contractor shall ensure that each participant is engaged for the required weekly participation hours. Contractor must monitor the participant's monthly participation hours as well as quarterly progress in activities, and update CalSAWS accordingly and timely.</p>	3%	On-Site Case Reviews	\$50 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
31	<p>Process compliance, exemption, and time limit requests.</p> <p>SOW, Subsection 1.3.15, Non-Compliance Requirements</p>	<p>Contractor must process compliance, exemption and time limit requests and track all requests by completing a Compliance, Exemption and Time Limit Log.</p>	3%	On-Site Case Reviews	\$50 per Occurrence
32	<p>Follow all DPSS Directives pertaining to the GAIN Sanction Home Visit Outreach (GSHVO) program and perform all GSHVO tasks.</p> <p>SOW, Subsection 1.3.16, GAIN Sanction Home Visit Outreach (GSHVO) Program</p>	<p>Contractor shall follow all DPSS Directives, and/or other procedural requirements, including Child Care policy issued by DPSS pertaining to the GAIN Sanction Home Visit Outreach (GSHVO) program and perform all GSHVO tasks</p>	3%	On-Site Case Reviews	\$50 per occurrence

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

PRS #	REQUIRED SERVICES	STANDARDS & GOALS	DEGREE OF DEVIATION ALLOWED	MONITORING METHODS	FISCAL ADJUSTMENT
33	Assign and enroll new or returning CalWORKs Participants into the GAIN Program within no more than five (5) workdays. SOW, Subsection 10.1.2, GAIN Case Assignment	Contractor shall assign and enroll new or returning CalWORKs Participants into the GAIN Program on the date a manual referral is received from a DPSS or DCFS office and from the CalSAWS Pending Unassigned Employment Services Program List page within no more than five (5) workdays. If a participant is erroneously assigned to GAIN, Contractor shall deregister the participant within 24 hours, as appropriate.	3%	On-Site Case Reviews	\$50 per occurrence
34	Ensure there is sufficient staff of all levels needed for the delivery of GAIN Case Management Services, and staff levels are maintained so there is no interruption in services. Contract, Subsection 5.1.3, Basic Compensation Statement of Work, Subsection 10.2.2, Contractor Staffing Responsibilities	Maintain filled staffing positions at 90 percent of staff positions specified in the Contractor's budget.	None	MMR Review	1.5% of the flat monthly fee

EXHIBIT C-2
CONTRACTOR'S EXTENSION BUDGET
JANUARY 1, 2025 – DECEMBER 31, 2025

**GAIN CASE MANAGEMENT SERVICES ADD-ON
BUDGET SHEET FOR GAIN REGIONS
FOR THE PERIOD of January 1, 2025 through December 31, 2025 (12 months)**

DIRECT COST:

#	Payroll:	Avg FTE/:	Annual Salary Rate		Hourly Rate	Direct Labor Expense
			Per Employee			
1	Associate Managing Dir./ Contract Oversight	0.80	158,720.47	\$	76.31	126,976.38
2	Project Director/Contract Manager	1.00	109,797.38	\$	52.79	109,797.38
3	Program Manager	1.00	75,271.25	\$	36.19	75,271.25
4	Supervisor - Outreach	-	68,816.36	\$	33.08	-
5	Job Developer - Outreach	2.00	45,034.08	\$	21.65	90,068.16
6	Sr. Admin	1.00	43,232.72	\$	20.78	43,232.72
7	Counselor Case Manager	7.00	43,151.68	\$	20.75	302,061.76
8	Supervisors	7.00	73,467.68	\$	35.32	514,273.76
9	Sr. Counselor Case Management	41.00	46,400.64	\$	22.31	1,902,426.24
10	Support Center Supervisor - Remote	1.00	73,421.92	\$	35.30	73,421.92
11	Support Center Sr. Counselor Case Management - Remote	5.00	46,400.64	\$	22.31	232,003.20
12	QA Manager	1.00	72,161.75	\$	34.69	72,161.75
13	QA Coordinator	4.00	48,465.25	\$	23.30	193,860.99
14	Sr. Counselor Case Management - E2lite	1.00	44,326.40	\$	21.31	44,326.40
15	Sr. Coordinator - Training	1.00	51,467.52	\$	24.74	51,467.52
16	Sr. Coordinator - Performance Analyst	1.00	53,612.00	\$	25.78	53,612.00
17	IT Specialist	1.00	42,653.71	\$	20.51	42,653.71
18	HR / Finance Support	0.50	83,634.72	\$	40.21	41,817.36
		Total FTEs:	76.30			3,969,432.49

Total On-Going Salaries and Wages:

3,969,432.49

1/ FTE=Full Time Equivalent Positions.
2/ Direct labor is calculated using 2080 hours per year.

Employee Benefits:

Project Bonuses
Management Bonuses
Other
Medical Insurance
Dental Care
Life Insurance Benefit
401 (k) Expense
FB Transfer Fr (Change In/ Change out)
Total On-Going Benefits: 20.33%

Year 1 Benefits:

210,700.10
48,708.56
77,455.30
272,404.07
12,134.80
49,218.65
75,979.64
60,335.37
806,936.48

* MAXIMUS tracks insurance as one line item for pricing purposes

Payroll Taxes:

FICA Expense
FUTA Expense
SUTA Expense
Workers Comp Expense
Total On-Going Payroll Taxes: 8.30%

Year 1 Taxes:

275,001.18
4,982.91
42,310.61
7,338.30
329,632.99

OTHER DIRECT COST:

IT Support Services
Fees/State Taxes
Office Supplies
Travel
Postage
Professional Services
Certified Workforce Professional Training
Other
Subcontractors - Services=JVS
Total On-Going Other Direct Costs:

Monthly Cost:

7,454.22
-
1,510.02
1,393.97
2,803.15
350.00
466.67
725.68
825,365.00
840,068.71

Other Direct Cost:

89,450.64
58,775.00
18,120.27
16,727.66
33,637.81
4,200.00
5,600.00
8,708.16
9,904,380.00
10,139,599.54

TOTAL ON-GOING DIRECT COST:

15,245,601.51

INDIRECT COST:

Overhead	10.74%
General & Administrative	9.04%

548,384.61
532,420.39

TOTAL ON-GOING INDIRECT COST:

1,080,805.00

TOTAL ON-GOING DIRECT AND INDIRECT COST:

16,326,406.52

PROFIT (Please enter the percentage):

6.00%

979,584.39

TOTAL ON-GOING COSTS (12 months):

\$ 17,305,990.91

CONTRIBUTION AND AGENT DECLARATION FORM

This form must be completed separately by all Contractors, including all prime contractors and subcontractors, and by all applicants for licenses, permits, and other entitlements for use issued by the County of Los Angeles ("County").

Pursuant to the Levine Act ([Government Code Section 84308](#)), a member of the Board of Supervisors, other elected County officials (the Sheriff, Assessor, and the District Attorney), and other County employees and/or officers ("County Officers") are disqualified and not able to participate in a proceeding involving contracts, franchises, licenses, permits and other entitlements for use if the County Officer received more than \$250 in contributions in the past 12 months from the bidder, proposer or applicant, any paid agent of the bidder, proposer, or applicant, or any financially interested participant who actively supports or opposes a particular decision in the proceeding.

State law requires you to disclose information about contributions made by you, your company, and lobbyists and agents paid to represent you. Failure to complete the form in its entirety may result in significant delays in the processing of your application and potential disqualification from the procurement or application process.

You must fully answer the applicable questions below. You ("Declarant"), or your company, if applicable, including all entities identified below (collectively, "Declarant Company") must also answer the questions below. The term "employee(s)" shall be defined as employees, officers, partners, owners, or directors of Declarant Company.

An affirmative response to any questions will not automatically cause the disqualification of your bid/proposal, or the denial of your application for a license, permit or other entitlement. However, failure to answer questions completely, in good faith, or providing materially false answers may subject a bidder/proposer to disqualification from the procurement.

This material is intended for use by bidders/proposers, including all prime contractors and subcontractors, and by all applicants for licenses, permits, and other entitlements for use issued by the County of Los Angeles and does not constitute legal advice. If you have questions about the Levine Act and how it applies to you, you should call your lawyer or contact the Fair Political Practices Commission for further guidance.

CONTRIBUTION AND AGENT DECLARATION FORM

Complete each section below. State "none" if applicable.

A. CONTRACTOR INFORMATION

1) Declarant Company or Applicant Name:

[Click or tap here to enter text.](#)

a) If applicable, identify all subcontractors

b) If applicable, variations and acronyms of Declarant Company's name used within the past 12 months: [Click or tap here to enter text.](#)

c) Identify all entities or individuals who have the authority to make decisions for you or Declarant Company about making contributions to a County Officer, regardless of whether you or Declarant Company have actually made a contribution:

[Click or tap here to enter text.](#)

2) Identify only the Parent(s), Subsidiaries and Related Business Entities that Declarant Company has controlled or directed, or been controlled or directed by. "Controlled or directed" means shared ownership, 50% or greater ownership, or shared management and control between the entities.

a) Parent(s):

[Click or tap here to enter text.](#)

b) Subsidiaries:

[Click or tap here to enter text.](#)

c) Related Business Entities:

[Click or tap here to enter text.](#)

3) If Declarant Company is a closed corporation (non-public, with under 35 shareholders), identify the majority shareholder.

[Click or tap here to enter text.](#)

4) Identify all entities (proprietorships, firms, partnerships, joint ventures, syndicates, business trusts, companies, corporations, limited liability companies, associations, committees, and any other organization or group of persons acting in concert) whose contributions you or Declarant Company have the authority to direct or control.

[Click or tap here to enter text.](#)

CONTRIBUTION AND AGENT DECLARATION FORM

- 5) Identify any individuals such as employees, agents, attorneys, law firms, lobbyists, and lobbying firms who are or who will act on behalf of you or Declarant Company and who will receive compensation to communicate with a County Officer regarding the award or approval of **this** contract or project, license, permit, or other entitlement for use.

*(Do **not** list individuals and/or firms who, as part of their profession, either (1) submit to the County drawings or submissions of an architectural, engineering, or similar nature, or (2) provide purely technical data or analysis, and who will not have any other type of communication with a County agency, employee, or officer.)*

Click or tap here to enter text.

- 6) If you or Declarant Company are a 501(c)(3) non-profit organization, identify the compensated officers of your organization and the compensated members of your board.

Click or tap here to enter text.

B. CONTRIBUTIONS

- 1) Have you or the Declarant Company solicited or directed your employee(s) or agent(s) to make contributions, whether through fundraising events, communications, or any other means, to a County Officer in the past 12 months? If so, provide details of each occurrence, including the date.

Date (contribution solicited, or directed)	Recipient Name (elected official)	Amount
<u>Click or tap here to enter text.</u>	<u>Click or tap here to enter text.</u>	<u>Click or tap here to enter text.</u>
<u>Click or tap here to enter text.</u>	<u>Click or tap here to enter text.</u>	<u>Click or tap here to enter text.</u>
<u>Click or tap here to enter text.</u>	<u>Click or tap here to enter text.</u>	<u>Click or tap here to enter text.</u>

*Please attach an additional page, if necessary.

CONTRIBUTION AND AGENT DECLARATION FORM

2) Disclose all contributions made by you or any of the entities and individuals identified in Section A to a County officer in the past 12 months.

Date (contribution made)	Name (of the contributor)	Recipient Name (elected official)	Amount
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

*Please attach an additional page, if necessary.

C. DECLARATION

By signing this Contribution and Agent Declaration form, you (Declarant), or you and the Declarant Company, if applicable, attest that you have read the entirety of the Contribution Declaration and the statements made herein are true and correct to the best of your knowledge and belief. (Only complete the one section that applies.)

There are Click or tap here to enter text. additional pages attached to this Contribution Declaration Form.

COMPANY BIDDERS OR APPLICANTS

I, Click or tap here to enter text. (Authorized Representative), on behalf of **Maximus, Inc.** (Declarant Company), at which I am employed as Click or tap here to enter text. (Title), attest that after having made or caused to be made a reasonably diligent investigation regarding the Declarant Company, the foregoing responses, and the explanation on the attached page(s), if any, are correct to the best of my knowledge and belief. Further, I understand that failure to answer the questions in good faith or providing materially false answers may subject Declarant Company to consequences, including disqualification of its bid/proposal or delays in the processing of the requested contract, license, permit, or other entitlement.

IMPORTANT NOTICE REGARDING FUTURE AGENTS AND FUTURE CONTRIBUTIONS:

By signing this Contribution and Agent Declaration form, you also agree that, if Declarant Company hires an agent, such as, but not limited to, an attorney or lobbyist during the course of these proceedings and will compensate them for communicating with the County about this contract, project, permit, license, or other entitlement for use, you agree to inform the County of the identity of the agent

CONTRIBUTION AND AGENT DECLARATION FORM

or lobbyist and the date of their hire. You also agree to disclose to the County any future contributions made to members of the County Board of Supervisors, another elected County officer (the Sheriff, Assessor, and the District Attorney), or any other County officer or employee by the Declarant Company, or, if applicable, any of the Declarant Company's proposed subcontractors, agents, lobbyists, and employees who have communicated or will communicate with the County about this contract, license, permit, or other entitlement after the date of signing this disclosure form, and within 12 months following the approval, renewal, or extension of the requested contract, license, permit, or entitlement for use.

Signature

[Click or tap here to enter text.](#)
Date

INDIVIDUAL BIDDERS OR APPLICANTS

I, [Click or tap here to enter text.](#), declare that the foregoing responses and the explanation on the attached sheet(s), if any, are correct to the best of my knowledge and belief. Further, I understand that failure to answer the questions in good faith or providing materially false answers may subject me to consequences, including disqualification of my bid/proposal or delays in the processing of the requested license, permit, or other entitlement.

IMPORTANT NOTICE REGARDING FUTURE AGENTS AND FUTURE CONTRIBUTIONS:

If I hire an agent or lobbyist during the course of these proceedings and will compensate them for communicating with the County about this contract, project, permit, license, or other entitlement for use, I agree to inform the County of the identity of the agent or lobbyist and the date of their hire. I also agree to disclose to the County any future contributions made to members of the County Board of Supervisors, another elected County official (the Sheriff, Assessor, and the District Attorney), or any other County officer or employee by me, or an agent such as, but not limited to, a lobbyist or attorney representing me, that are made after the date of signing this disclosure form, and within 12 months following the approval, renewal, or extension of the requested contract, license, permit, or entitlement for use.

Signature

[Click or tap here to enter text.](#)
Date

DEPARTMENT OF PUBLIC SOCIAL SERVICES - GAIN CASE MANAGEMENT SERVICES

COMPARISON OF COUNTY'S ESTIMATED COST TO
CONTRACTING COSTS

January 1, 2025 through December 31, 2025

COUNTY COSTS

DIRECT COSTS

Salaries		\$21,918,000
Employee Benefits (EBs)		\$14,910,000
Overtime Cost		\$119,000
Total Salaries and EBs		<u>\$36,947,000</u>

Bilingual Bonus		\$108,000
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Services & Supplies		\$66,000
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Start-up Costs		<u>\$233,000</u>
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Subtotal Estimated County Cost		\$37,354,000
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Ongoing Avoidable County Costs	A	\$37,121,000
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CONTRACTING COSTS

DIRECT COST

Contract Maximum Basic Compensation		\$17,306,000
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Incremental Costs

Contract Monitoring/Reviewing		<u>\$2,427,000</u>
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Total Contracting Costs (Direct plus Incremental)	B	\$19,733,000
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Savings from Contracting (Avoidable Cost less Total Contracting Cost)	A - B	\$17,388,000
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Percent of Savings		47%
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