

**WIOA YOUTH SERVICES  
Title I Budget Summary**

Arbor E&T, LLC dba ResCare Workforce Services  
Name of Agency

2018-2019  
Program Year

☒ OUT OF SCHOOL

#320301

☒ IN SCHOOL

Agreement Number

		A	B	C	D	E
Service Provider Operational Budget:		Summer Employment Opportunities Out-of-School	Summer Employment Opportunities In School	Out-of- School	In-School	Total Agreement Amount
<b>Program</b>						
1.	Salaries			425,168	106,291	531,459
2.	Payroll Taxes			55,272	13,818	69,090
3.	Fringe Benefits			80,782	20,195	100,977
4.	Other Operational Expenses			130,963	32,742	163,705
4a.	Workshop Supplies - Program			3,600	900	4,500
5.	Facility			61,073	15,269	76,342
6.	Equipment			400	100	500
7.	<b>Total Operational Budget</b>			757,258	189,315	946,573

		A	B	C	D	E
Service Provider Paid Participant Budget		Summer Employment Opportunities Out-of-School	Summer Employment Opportunities In School	Out-of- School	In-School	Total Agreement Amount
8.	Workshop Supplies			0	0	0
9.	Academic Learning			0	0	0
10.	Occupational Learning			0	0	0
11.	GED/Alternative Education			0	0	0
12.	GED/Alternative Education Supplies			0	0	0
13.	Tutoring / Mentoring			0	0	0
14.	Leadership Development			3,200	800	4,000
15.						
16.						
17.	<b>Total Service Provider Participant Budget</b>			3,200	800	4,000
18.	<b>TOTAL AGREEMENT BUDGET</b>			760,458	190,115	950,573

Prepared By: Krystle Tijerina  
Title: Project Accountant  
Date: 6/4/2018

☒ Computer Spreadsheet  
☐ Manually Prepared

## WORK STATEMENT

### 1. What will be done?

ResCare Workforce Services (ResCare) proposes to continue our successful program for youth in the Urban North. Throughout our proposal, we demonstrate an unwavering commitment to success for the region's next generation of skilled workers and a deep knowledge of the Fresno Regional Workforce Development Board (FRWDB) priorities for business growth and requirements for program integrity. We use our company culture of exceptional customer service, 14 years of successful experience in Fresno County, and four corporate priorities of:

**Leadership** - We are a full partner in the Fresno County All Youth One System (AYOS) initiative to support youth becoming productive workers for local businesses. We lead our team with integrity, passion, and a commitment to succeed for youth. We coach, mentor, and develop our staff so they are the best in the industry at engaging with young people to provide the assessment, planning, and career development skills needed to thrive in the Fresno County labor market. We deliver on our promises to youth of a bright future and to the FRWDB for exceptional performance.

**Collaboration** - We use our strong existing networks of community-based, educational, employer, and One-Stop partners to bring synergy to services that increases capacity and reduces duplication. Partners are engaged with youth in ways that improve their ability to live healthy lives, make strong career choices, develop plans to pursue their goals, and be successful in long-term careers.

**Innovation** - We constantly identify and implement new ways to get and keep young people engaged. We describe a number of these innovations in our proposal, including everything from letting youth choose their own Academic and Career Advisor to improve connections and outcomes to incorporation of ResCare's tools and resources to build skills, engage with in-demand employers, and increase employment placements.

**Performance** - We believe that every youth can be successful, and we celebrate their accomplishments with them as they move through the program. Our priorities are your priorities - we prepare youth to be productive citizens ready to contribute to the region's in-demand industry sectors. We use continuous quality improvement methods that go well beyond looking back to see how we did. We PLAN, DO, and REVIEW every aspect of the program and maintain an unwavering focus on the end game - youth who can succeed today and for the rest of their lives.

### 2. Who will do it?

ResCare's team of 13 committed professional staff, all residents of Fresno County, will deliver program services for youth. They are led by Joseph Oaxaca, our Project Director, who has dedicated his entire career to mentoring, teaching, supporting, and managing programs to serve the region's most disenfranchised young people. Five Academic and Career Advisors are supported by a Supervisor and other skilled team members who focus on outreach and recruitment of youth; facilitating workshops that help youth understand the regional economy and how they fit in; development of work-based learning and job placement relationships with targeted industry employers; and documenting and reporting activities and outcomes. In our proposal, our staff tell about their personal dedication to our mission. This team has achieved outstanding results for youth, exceeding all goals for placement of youth into employment or education and the percentage of youth who gain academic skills and valuable credentials to support their career pathways for the past two years.

3. Who will receive the services?

We serve youth from all walks of life in the County. They are in school but are struggling to continue their education. They are out of school and have either dropped out or graduated, but have been unable to put together meaningful plans for their future. They are disconnected from school and work. They are parents of young children, youth who have been involved with the justice system, who have disabilities, are on public assistance, foster youth without family supports, and those who are struggling to make ends meet every day. Our proposed program will serve out of school and in school youth between the ages of 14-24 years of age who live in the North Urban region and need assistance to pursue career pathways in demand industries.

4. Where will it be done?

Our youth program is strategically located in the Manchester Mall, home to the One-Stop Career Center and one of our strongest partners, Learn4Life. This location is central within the area, provides easy access for youth, and is known in the community as the place young people can go for assistance. It includes all the amenities necessary to run a successful program, such as classrooms, common areas, computer labs, and staff space to work privately with youth. However, we are not constrained by office walls. We are also at Learn4Life alternative education sites in Clovis and the Northwest area, recruiting and supporting youth. We are out in the community every day. We organize and manage offsite community service and business engagement events; take youth on school and industry tours; conduct outreach at Hoover, Bullard, Duncan, Central, and Clovis high schools, Clovis and Central Adult Education programs, and in the community; meet with partners at their offices; take youth to partner locations to access services, and more. Our staff lives in the communities they serve, have connections that support youth, and use them every day to engage youth so they will be successful.

### **Mandated Youth Program Components**

1. Describe how you will utilize non-traditional service delivery models, such as co-location at community sites and facilities or mobile services, to provide a comprehensive array of services to all eligible youth throughout the area; include a list of the proposed sites.

ResCare has developed many relationships that support non-traditional service delivery in the North Urban region, including our Memorandum of Understanding (MOU) with Learn4Life (Crescent View) schools to provide several supports for delivery:

<b>Recruitment</b> of both In-School and Out-of-School youth from among Learn4Life applicants and enrollees
<b>Co-Orientation</b> to both Learn4Life alternative education and WIOA for school drop outs age 19 and older
<b>Dual Enrollment</b> of Learn4Life applicants who can benefit from WIOA
<b>Co-location</b> of Learn4Life schools at the Manchester Center, where ResCare youth services are housed. They are also co-located with North West/Central Unified Area and Clovis schools.
<b>Alternative Delivery</b> methods, including online learning for home-base study are offered by Learn4Life
<b>Credit Recovery Options</b> are available for youth over 18 years old by gaining credit for successful completion of WIOA activities, such as soft skills development and professional skills

Learn4Life will continue to be a strong partner for ResCare. Their commitment to youth who have failed in the regular school system provides non-traditional, alternative pathways to earn diplomas and aligns perfectly with the goals of our program. This win-win collaboration provides valuable alternatives for youth. We will also continue activities at non-traditional locations throughout the region, such as:

Informational Sessions for Sheet Metal, Air, Rail, Transportation (SMART), and by the Fresno Area Electrical Training Center; **Onsite Outreach by ResCare Staff** at Central Adult School, Clovis Adult School, State Center Community Colleges, and California State University to support post-secondary education for youth.

**2. Outreach/Recruitment:** Describe your plan to conduct on-going outreach/recruitment to ensure you meet WIOA youth enrollment goals. Include how you plan to recruit out-of-school youth to meet the 75% out-of-school youth enrollments and expenditures.

We know the value of the services we can provide to disconnected youth; our outreach procedures are designed to engage with them where they are and sell them on the benefits of the program to help them get where they want to be...we want to see all the region's young adults be successful. Our Outreach Specialist is successful connecting with youth by constantly attending and participating in various community and educational events to advocate for ResCare and other providers in the FRWDB AYOS. All our staff live in the County, are invested in the community, and have connections to outreach to youth. Our outreach is successful because we deliver messages about the program that matter to young adults.

The Project Director assigns/monitors weekly In-School/Out-of-School outreach and enrollment goals to ensure we are always on track to exceed targets. To ensure we are always at or above the requirement that 75% of enrollments be Out-of-School Youth, our target is 80%. Activities are adjusted as needed to maintain enrollment and meet our goals.

Our services are in the Manchester Center, which helps us exceed enrollment goals; the Center is centrally located in the area, is next to the One-Stop Resource Center, and One-Stop staff often refer youth to our office, when appropriate for youth activities. It is also adjacent to the Fresno Area Express (FAX) bus line, making it easier for youth to get to us. Strong partner relationships also support our ability to enroll youth, particularly those from targeted populations (e.g. drop-outs, justice involved, teen parents, youth with disabilities). As the chart here indicates, we are successful in exceeding goals for enrollment.

**3. Orientation:** Describe your process for facilitating one-on-one and group orientations to provide youth with information on WIOA services, such as activities and expectations, and requirements for completing academic and work readiness components

We accommodate youth needs to ensure they can begin their journey to success quickly. We conduct orientation daily in group settings and one-on-one for youth who cannot attend group sessions. We use FRWDB materials to ensure every youth is engaged with the AYOS. We also provide orientation at schools, partner locations, and in the community. As part of orientation, we complete individual entrance interviews with all youth who want to participate in AYOS, using the applicant questionnaire. The interview is designed to ensure youth are willing and able to commit to and complete AYOS requirements. If a youth is not suitable for AYOS, we refer them to appropriate partners for services. For youth who are a good fit for AYOS, we immediately begin the WIOA eligibility process.

**4. Eligibility:** Describe your eligibility process; how you will ensure that all WIOA eligibility criteria are met (outlined in Technical Assistance Guide-OD# 03-15), all required documentation needed to substantiate WIOA eligibility are gathered, and all youth are certified as WIOA eligible prior to enrollment into the program.

ResCare staff want to help youth succeed quickly, so we do everything possible to help youth navigate and complete the eligibility process. After the entrance interview, we explain the purpose of the eligibility process and assist youth to obtain required documents (as identified in the Technical Assistance Guide). Our goal is to collect required documents, certify eligibility, and complete basic skills assessment within three to five days of beginning the process, which maintains youth engagement. We use checklists that provide youth information on required documents and collaborate with them on where/how to acquire documents, using third-party sources to the maximum extent possible (e.g. TANF agency verify family

size/income; school records to verify drop-out status). We take a hands-on approach to collecting documents to expedite the process, and immediately complete CASAS® to begin providing services. Our staff know that determining which youth are best positioned to benefit from services goes beyond determining whether they are WIOA eligible. As a result, our staff are also trained to review potential enrollments for appropriateness, and the Project Director conducts a second-level review for this standard before youth receive further services.

**5. Objective Assessment:** Describe the process you plan to use to conduct an Objective Assessment interview.

Our company is intensely focused on positive connections that build trusting relationships with youth, which we reinforce by letting youth select the Academic and Career Advisor (ACA) who will support them to pursue their goals. Following eligibility, the Outreach Specialist assists the youth to select their "best-fit" ACA by providing them a detailed background of each ACA (strengths, personality traits, tenure) and then introducing them to each ACA to decide which is best suited to assist him/her. Youth then have a structured workplace-type interview with their selected ACA to further determine their need for/ability to benefit from services. Each ACA uses a suitability tool to guide this interview and collects information about the young person's basic skills, education, occupational skills, prior work, vocational interests, support service needs, accommodations needed, potential barriers to participation, housing situation, medical status, and information about his/her expectations from the program.

**6. Assessment:** Describe your process to utilize locally approved assessment tools to ensure that each enrolled youth are provided basic skills assessments and career assessments to determine academic skill levels, career interest and goals. (OD# 20-13).

Our intense focus on ensuring all youth we serve are successful begins with assessment as the foundation of good career planning. We administer assessment in alignment with FRWDB requirements, and our staff know that the most important element of assessment is understanding the benefit of each tool as it applies to workplace skills. **Basic Skill Assessment:** The basic skills assessment begins at orientation, when a staff person who is a certified proctor introduces and reinforces the importance of accurate test results for program eligibility and to customize the AYOS program experience. We use CASAS® for basic skills assessment; provide youth information about the test, define the benefits of taking it, our expectations for academic excellence, and explain how basic reading and math apply to all forms of employment. We want all youth to understand the importance of academic achievement in relation to the program and their employment and training options. The proctor also provides guidelines for test-taking etiquette and completing the assessment accurately. **Our processes have resulted in ResCare exceeding local and state goals set for reading and math skills attainment by over 100%.** We will continue to use reading and math skill attainment to meet the Measurable Skills Gain measure under WIOA and state goals. **Career Assessments:** We ensure that all participants take specialized career/occupational assessments that assist us to provide appropriate career guidance. We help youth navigate these tools so they can select an appropriate career pathway goal. Assessment tools include:

O*NET Interest Profiler	180 questions that help youth determine their interests and how they relate to the world of work. After completion, youth know what they "like to do".
O*NET® Work Importance Profiler	Assesses vocational and work values and helps youth identify which values are most important to them and the occupations that align with those values.
WorkKeys® Mathematics, Workplace Documents, Graphic Literacy	Measure critical thinking, mathematical reasoning, and problem-solving techniques for the workplace; the skills people use when they read and use written text and the skills needed to locate, synthesize, and use information from workplace graphics.

**7. Individual Services Strategy (ISS):** Describe how you will provide effective academic/career guidance to youth to ensure their successful completion of the

program and obtaining their academic and/or career goals. Include a description of your process for developing an ISS for each youth. Describe how the ISS will be used as a guide to ensure that specific service delivery strategies and activities are provided to each youth to assist them in reaching their career and academic goals. Describe how you will engage the youth to participate in all planned services. See OD #17-15, Rev. B.

We believe a solid ISS is critical to youth success and take great care to ensure youth have strong plans that support their career pursuits. ISS development is also a powerful mentoring tool; we empower youth to deal with their circumstances in practical, healthy ways to gain planning and decision-making skills. After assessment, youth work individually with their ACA to develop the ISS, which determines goals they will achieve aligned with the program goals and their Career Track application. The ACA and youth determine the most appropriate career choice, based on their knowledge, skills, and abilities related to region's in-demand employment. The ACA also discusses whether they have the physical, emotional, and functional abilities to perform their chosen occupation. If they have chosen a career for which they lack abilities, we discuss services to enhance their success. The ISS includes:

**Academic Goals:** CASAS® scores/any improvement needed in reading and math to meet academic goals. Providers/programs that youth will participate in to complete remediation and attain goals. May include partner programs as well as ResCare academic tutoring. **Occupational Goals:** O\*NET and WorkKeys® scores, identification of gaps between the youth's career goals and skills needed to succeed, including job readiness. Includes assistance to conduct labor market research about their chosen career, using O\*NET, Career Ladder Tools, and by interviewing employers/professionals working in the industry. **Service Navigation:** Identifies how the youth will move through the program; barriers and how they will be resolved through partner connections (e.g. housing, support services, substance use, financial, medical/mental health issues). **Other Options:** Identifies all activities in which youth will participate to gain confidence, earn certificates, and improve academic skills. Includes ResCare Academy™ courses (our online learning tool) to gain job readiness skills and occupational certificates.

The ISS is a living document that is entered initially and updated regularly to document services provided by ResCare and partners and youth attainment of their goals.

**8. Job Readiness Workshop:** Describe how you will facilitate the Job Readiness Workshop to incorporate innovative learning styles such as active learning, inquiry-based learning, problem-based learning, real world and hands-on learning. Include where you will be conducting workshops and how you will utilize Job Readiness curriculum to engage participants. Describe how you will document areas of concern/failed modules and what actions/service you will provide to resolve the cause(s) of the failure(s). See OD #05-17, Rev. B.

Employers consistently tell us how much they appreciate the strong job readiness skills demonstrated by youth we serve. We use the FRWDB-approved IMAGO Job Readiness Curriculum and **in the last two years, 99% of youth we enrolled successfully completed the workshop.** We enhance workshops by infusing goal exploration, strategies for employment, and interactive role play. Our Workshop Facilitator customizes the program so that all youth benefit, whether they have previous work experience, require intensive guidance, or lack work readiness skills (as assessed by the Work Readiness Criteria checklist). During the eight-day workshop, facilitated processes address all youth learning styles (e.g. active, inquiry-based, and hands-on). We work collaboratively with youth and their ACA to create specific, achievable plans related to their ISS goals. The Facilitator completes weekly Job Readiness Workshop Participant Evaluations for each youth to verify that the youth has met the requirements of each session as follows:

WEEK 1	WEEK 2
<b>Day 1. Adaptable and Productive Problem Solver:</b> Systems Thinking, Design Solutions, Organization, Systems Collaboration	<b>Day 5. Responsible and Ethical Decision-Maker:</b> Engagement, Fairness/Justice, Self-Control, Values, and Attitude

<b>Day 2. Digital Literacy:</b> Digital Communication, Digital Ethics, Digital Investigation, Digital Safety	<b>Day 6. Life Skills:</b> Appearance/Hygiene, Body Language, Verbal Skills, Personal Life Situations
<b>Day 3. Learning, Creativity, Adaptability:</b> Lifelong Learning, Personal Development, Resilience, Self-Awareness	<b>Day 7. Personal Development:</b> Teamwork and Attitudes, Clearly Defining What You Want, Setting Realistic Goals, Creating a Daily System
<b>Day 4. Communicator and Collaborator:</b> Communication, Listening, Empathy, Teamwork	<b>Day 8. Resume:</b> Resume Introduction/ resume Action Plan

Youth also practice completing job applications to understand the importance of completing all information and highlighting their experience to get an interview and complete academic and career portfolios (resume, personal profile, master job application form, and certificates of achievement). Review of new hire documents is also completed so that youth know how to complete them once they are hired.

**9. Work Experience:** WIOA places a priority on providing youth with occupational learning opportunities through work experience. Describe how you will develop and monitor work experience job sites as outlined in OD #22-13. Describe how you will ensure that youth participants gain access to opportunities for career exploration and/or skills development. Include how you will ensure that the mandated 20% Work Experience expenditures goals are met.

ResCare is committed to the value of work experience as a critical activity that develops youth for career pathways. Most youth we serve in the County have limited or no work history, making this activity a valuable tool to prepare youth for work. Research by Measure of America (2017) shows Fresno County has the fifth highest rate of 16 to 24-year-old disconnection (not in school or working) of metropolitan areas in the country; 15.4% of all county youth in that age range are disconnected.

Following Job Readiness, ACAs, Business Account Specialists (BASs), and the Facilitator discuss each youth's status related to placement opportunities, including an assessment of the types of work they may be successful in, based on their participation. Additional career planning tools via **ResCare Academy™** may be provided to address deficits as youth prepare to interview with potential work experience employers. The BAS matches youth with employers and positions that align with their career goals, interests, and logistical factors (e.g. access to public transportation) to make a good match. The BAS schedules interviews for youth with worksite supervisors. ResCare's two BAS staff are responsible for the following activities related to work experience:

Employer Engagement/Development	Monitoring of Participation
Engage and recruit employers to serve as worksites; Sell employers on the benefits of participation and their responsibilities; Prepare required agreements and related documents; Develop positions descriptions and learning goals; Train supervisors about the program	Assign hours of participation to align with required educational activities for youth; Maintain contact with supervisors while youth are assigned, assess skills gained, and provide counseling; review youth performance; Ensure supervisors are reinforcing acceptable workplace behaviors

BASs are also assigned goals for meeting minimum expenditure requirements for work experience. We always ensure that work experience occurs concurrent with other activities, such as secondary or post-secondary academic or occupational training. **We are proud of the fact that ResCare currently leads the region's providers in investment of work experience funds to support youth.**

**10. Training Services:** Describe how you will determine the training needs of youth 18 years and older. Describe your strategies to provide vocational training and collaboration with the WIOA Adult programs to allow for possible co-enrollment. Include examples of strategies you will utilize to guide youth into low cost and/or no cost training with local adult schools and community colleges.

ResCare has demonstrated our commitment to serving Fresno County's high growth industry sectors. We currently connect youth enrolled in our program with WIOA adult services to identify those appropriate to participate in manufacturing and logistics training. Our ACAs facilitate each youth's choice of a career path in a high-growth, in-demand industry, supported by our strong relationships with employers and partners. Youth identified as needing vocational training to pursue career pathway goals work with their ACA to align his/her goals with training requirements and determine which provider/program (e.g. Fresno City College, Vocational Colleges, Adult School certificates) is best for him/her. Before investing in training, we take all factors into consideration, including barriers, family/personal issues, and the timeline for completion and employment. ResCare also adds value by providing our self-paced online learning tool, **ResCare Academy™**, with over 4,000 courses (many also available in Spanish). Certifications are available for job readiness, transferrable skills, and job-specific topics in many fields, including healthcare, industrial, construction, and more. This tool is available 24/7 and is provided at no additional cost to FRWDB.

**11. Job Ready Process:** Describe how you will engage and ensure youth are provided the appropriate service(s) based on needs. Describe how will you address the development of soft skills, knowledge, and abilities of the workplace based on their occupational goal. See OD #04-17.

Job Ready Preparation Activities are provided as youth complete job readiness workshops, assessments, and other activities, and include services such as:

<b>Advance Vocational Institute (AVI)</b> – customer service training: Communications, Workplace Conflict, Listening Essentials, Time Management, Business Ethics, Anger Management, and Team Performance
<b>IMAGO Interview Preparation</b> – mock interviews; youth complete the "Your Interview Story" worksheet and recommended modules to demonstrate understanding of how to appropriately respond to questions
<b>Portfolios</b> – youth continue to build career portfolios by adding skills/activities completed
<b>ResCare Resume Pro</b> –online tool that allows youth to easily create and/or update resumes that use keyword technology to increase the likelihood of their being matched to available jobs and get hired.

Youth who complete Job Ready Activities then complete a "Job Ready Interview" with the BAS to make their case for a specific job placement. Our intense focus on preparing youth to succeed in getting, keeping, and advancing in jobs allows us to regularly exceed contract goals related to placement; **in 2016-17 and through December of the current contract period, we exceeded all goals for youth placement into employment and education.** We are committed to continuing to advance the local economy by connecting youth to in-demand opportunities to fulfill business needs.

**12. Skill Attainment:** Describe how you will provide services out-of-school youth to assist them in returning to high school or alternative education.

Skill attainment resources we use are those that best match the learning style of each youth: **Learn4Life** provides home-based and online alternative education, including secondary education at the Manchester location, supported by ResCare staff. **Fresno, Clovis, and Central Adult Schools** serve youth suited to a more traditional classroom setting. **Job Corps, Youth Build, and Fresno County charter schools** provide tutoring services, supplemented by our staff, who also provide tutoring. This approach has proven successful; **in the 2016-17 program year, ResCare exceeded contracted goals for reading and math grade level improvement for both in-school and out-of-school youth.**

**13. Information/Referral:** Describe how you will ensure that all youth are provided information on the full array of applicable or appropriate services that are available through the local board, other eligible providers or One-Stop partners. Describe how you will facilitate the referral process to enroll youth in additional appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.



Disconnected youth come to the program with many needs that we help them overcome in pursuit of career success. We have developed many relationships in Fresno County over the past 14 years that meet a variety of youth needs. Our staff are assigned monthly goals for outreach to partners and invite them to present their services at the youth office in Manchester. Organizations we maintain contact with include:

Drug recovery programs	Housing/homeless services	Offender expungement
Pregnant/parenting youth services	Mental/medical health services	County food assistance

Our staff uses the FRWDB AYOS Universal Referral Form to connect youth to partners; we often accompany them to initial appointments, and we always follow-up to verify that needed services were received. This added support ensures youth connect with needed resources, and builds strong bonds between partner staff and the youth we mutually support.

**14. Follow-Up Services:** Describe how you will provide follow-up services to all youth during the twelve (12) month follow-up period. See OD #05-15 Rev. B.

Follow-up supports employment retention, career advancement, and is a key priority for us to ensure youth success. Retention begins for us the first time we meet youth; we reinforce program goals and build relationships to support long-term relationships. **Our follow-up intent is threefold:**

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| <p>① <b>Refuel!</b> Alumni activities/meetings, workshops of interest (e.g. filing taxes, working with difficult people)</p> <p>② <b>Recharge!</b> Motivational interviewing, career coaching and counseling, contact with employers/schools</p> <p>③ <b>Redirect!</b> Reengagement activities, replacement, additional planning assistance</p> |
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When a youth exits services, the ACA and Retention Specialist use a four-pronged approach to ensure they are retained in school or employment and advancing in their careers. We strongly encourage youth to contact us proactively if they lose their job or experience issues that impact their ability to remain employed. We follow FRWDB directives that limit re-enrollment to certain circumstances, which require approval. When necessary, we make requests that detail the reason for reenrollment, services to be provided, a description of prior services provided, and their cost. Our Project Director reviews all re-enrollment requests before submitting to FRWDB. This mix of activities is effective in supporting youth retention and advancement; the connections we develop with youth and communication strategies we use help us engage and re-engage with participants. We understand that youth often return to the same circumstances that led them to the program; our Retention Specialist knows where and how to re-establish contact with youth, which is critical to success.

### Required WIOA Youth Program Elements

Outline how you will accomplish the year-round youth services identified within the Scope of Work and the fourteen (14) required program elements that must be provided to participating youth. Include how the services will help youth meet the primary objectives established by the Local Area, state and federal performance standards.

ELEMENT	ACTIVITIES AND SERVICES TO ADDRESS
1) Tutoring, study skills, secondary completion, dropout prevention	We use Aztec tutorial for youth who are basic skills deficient. Our partnership with Learn4Life provides academic instruction and tutoring onsite, including core subject teachers for co-enrolled WIOA youth. Small group instruction includes English, language development, math intervention, and study skills instruction.
2) Alternative secondary school or dropout recovery services	Learn4Life alternative high school services is co-located and accepts youth referrals to the Manchester office. We also work with Big Picture school for activity-based learning to address academic deficiencies. Youth complete projects in addition to regular curriculum and earn credits.
3) Paid/unpaid work experiences with an academic and occupational education	ResCare continues to be a leader in providing work experience in conjunction with academic and occupational instruction. Our staff develop and manage work experience program agreements/activities, always coupled with instruction, such as the AVI contextualized Customer Service program. Youth can immediately apply what they

ELEMENT	ACTIVITIES AND SERVICES TO ADDRESS
component	learn to a real-world work setting.
4) Occupational skills training; recognized postsecondary credentials and in-demand occupations	ResCare partners with low/no-cost organizations such as Fresno, Clovis, and Central Adult Schools, State Center Community Colleges, and other FRWDB-approved training providers. We co-enroll eligible youth with WIOA Adult Services to access additional training dollars and support system requirements related to expenditure of local training dollars to meet State expectations.
5) Leadership development activities	Staff has monthly goals for leadership activities (e.g. college tours, partner workshops for pregnant/parenting youth by Fresno County DSS, the "Dos and Don'ts" of social media by a local lawyer, peer-centered gang prevention by Multi-Agency Gang Enforcement Consortium, suicide prevention by Fresno Survivors of Suicide Loss, public speaking by Toast Master's, career development from professionals employed in targeted sectors, exposure to City/County government, and voter registration.) We coordinate monthly volunteer activities (e.g. Catholic Charities for food distribution, American Red Cross "day of service") to help youth build their resumes by giving.
6) Supportive services	WIOA funds are used for supportive services (as allowed by FRWDB). We seek out resources from partners prior to use of WIOA funds, such as DSS, Foster Care Agencies, Charter Schools, etc. We seek donations for and have a clothes closet to provide appropriate attire for job-ready youth seeking employment.
7) Adult mentoring	Focus Forward Inc. provides mentoring for youth with criminal backgrounds. Their volunteer mentors undergo rigorous training in case management, security, and mandated reporter. Youth have weekly contact with mentors, develop a case plan, and work on goals together. Learn4Life provides student mentors for youth, through collaboration with CenCal Mentoring Academy.
8) Follow-up services	ResCare's Retention Specialist provides on-going follow-up services for all youth for four full quarters after exit. We host alumni meetings to address career topics (e.g. income tax preparation/refunds, responding to negativity in the workplace.)
9) Comprehensive guidance and counseling	ACAs provide counseling for all youth. We coordinate with school Guidance Counselors for In-School Youth and Learn4Life students. Referrals connect youth with partners for specialized counseling, such as substance use (Fresno New Connections), domestic abuse (Marjaree Mason Center), mental health (Fresno County Behavioral Health), or disabilities (DOR-Vocational Rehab.)
10) Integrated education and training for specific occupation or cluster	Staff participate in the Fresno Unified School District Career Technical Education sector-subcommittees for outreach efforts that link graduates to post-high school training. We support regional initiatives for manufacturing and logistics training at Fresno City College and outreach to businesses to provide related work experience, which supports employers such as Amazon and Ulta.
11) Financial literacy education	Noble Credit Union staff provide no cost on-going money management, banking, savings, "Understanding Your Credit," and other financial literacy education.
12) Entrepreneurial skills training	<b>ResCare Academy</b> and our LEGACY workshops include sessions to explore being your own boss. We invite small business owners, such as Mike King of Omega Trophy, to discuss lessons learned from owning their own business.
13) Services that provide labor market information (LMI) about in-demand industry sectors/ occupations	Youth learn to use LMI to explore careers during Job Readiness. This includes research gained from workshops, industry tours, and instruction about how to access and use LMI to make informed career choices. Guest speakers from targeted sectors attend monthly to discuss knowledge of available careers. We partner with the One-Stop Center for youth access to sector-specific orientations.
14) Post-secondary preparation and transition activities	Relationship with TRIO Central California Educational Opportunity Center helps youth access college and financial aid. TRIO is onsite monthly; they serve State Center Community College District, California State Fresno, and Adult Schools.

### **Mandated Program Design Components**

Describe how you will establish communication and coordination procedures with partner agency staff to develop a triage of care process to share information, minimize duplication of services, and determine the best option(s) available for serving and meeting the needs of both in-school (IS) and out-of-school (OS) youth.

We have established procedures to make certain youth receive all needed services in ways that are supported by collaborative relationships that ensure we do not duplicate one another's efforts. Our Project Director is an active participant in the One-Stop Site Council, where monthly meetings are held to review shared services and make referrals of our participants to them for assistance and vice versa. The Council consists of all mandated and other WIOA partners in the region, covering a broad array of related services. For example, if a youth we are serving is also in the CalWORKs program, we coordinate with DSS to ensure there is no duplication. Every month, we also host sessions in our offices where collaborative partners meet with our staff and youth participants to discuss services they offer and how to access them. Over time, these connections have resulted in our staff having an arsenal of relationships that support our participants and allow us to quickly connect youth to the right activities to address needs identified in our work with them. We use MOUs and FRWDB referral processes to share information effectively and avoid duplication of effort. Our goals for collaboration are always about getting youth to the right resources the first time and making sure they provide the best opportunities for youth to succeed.

Outline strategies to serve both IS and OS youth and how you will ensure that a minimum of 75% of all participants served will be OS youth.

ResCare consistently exceeds our enrollment targets and meets ratio requirements for In-School and Out-of-School Youth. We use targeted outreach processes to ensure we exceed the goals for total enrollment, as well as the requirement that at least 75% of enrollments be Out-of-School youth. Currently, over 80% of the youth we are serving are Out-of-School. Our Outreach Specialist is in the community daily, gaining referrals from partners and schools, making presentations to groups of youth and partners, attending events (e.g. block parties and graduations), and encouraging youth to refer friends. Our processes have consistently met or exceeded enrollment expectations.

Outline your strategies for meeting employment and training needs. Identify and describe how you will maintain a list of local employers that are willing to hire youth. (Describe how you plan to keep track of local employers that are willing to hire youth.)

We understand the need to deliver on our commitments to youth by being able to connect them to real jobs. We use multiple strategies to ensure youth are educated about, able to select, and can pursue preparation for their best career. Our continued placement success is a testament to our strong processes. We participate in organizations activities that connect employers and youth. We take an aggressive approach to incorporating LMI that supports career ladders, such as:

<b>Inform</b> – Youth are assisted to incorporate their assessment and career exploration results as they develop their ISS. We strategize with youth to gain skills for the region's growth sectors.
<b>Educate</b> – During Job Readiness, youth identify career choices related to personal goals, using the Academic and Career Assessment Worksheet to align desired work, physical, and educational requirements with career choices. The ACA uses results to assist youth to conduct further research, using local demand data. Youth are connected to their goals through this "learn by doing" process.
<b>Broker</b> – BASs broker with youth-friendly employers and have professionals speak to youth about career ladders in targeted sectors. The BAS and Facilitator consistently demonstrate knowledge of career ladders to reinforce youth pathways to high growth, high-demand occupations.
<b>Expose</b> – Youth demonstrate diligence; they identify their career choice and participate in work experience related to their goals. They confirm their goals through exposure to the work environment, and our team works with them to determine if education, vocational training, or direct hire is the next best step to achieve their career goal.

We use [www.youthfresno.com](http://www.youthfresno.com) to track work experience employers and have developed tracking tools to manage all our business relationships. ResCare has developed national employer accounts with many large companies that employ participants nationwide, such as TJ Maxx, Marshalls, Home Goods, and CVS. In the future, ResCare proposes use of our electronic system, WORCS, that allows for tracking and report generation of available slots against assigned or placed youth. The Fresno youth staff have current relationships with over 150 different businesses, many of which are represented in the region's targeted industry sectors and participate in providing youth work-based learning options for in-demand occupations.

### **Performance Measures**

Describe how you will ensure success in achieving each of the prescribed performance outcomes under the WIOA:

- Placement in Employment or Education (Second Quarter post exit)
- Placement in Employment or Education (Fourth Quarter post exit)
- Median Earnings
- Credential Rate
- Measurable Skills Gain

To exceed performance measures, we analyze requirements and develop targets for each of the inputs, interim achievements, and outcomes, tracked weekly to proactively change processes, if necessary.

<b>Inputs</b>	Outreach activities and results; orientations completed; intakes completed; enrollments, assessment completed; business outreach and results; partner outreach and new relationships developed; referrals of youth for services received and results
<b>Interim Achievements</b>	ISS completed; youth attendance and progress; Job Readiness completion; work experience assigned/ completed; certifications gained; GED test scores/attainments; support service referrals/results; participant/employer satisfaction; worksite agreements and number/types of slots; youth exits and status at exit
<b>Outcomes</b>	Follow-up conducted/results; retention and advancement workshops completed; status of youth: Retained in education or employment, 2 <sup>nd</sup> and 4 <sup>th</sup> quarters after exit; Increase in earnings (6-month median earnings); Credential attainment; Increase in participant skills

Any measures that are lagging against plan are further analyzed and corrective action taken to ensure these indicators of performance improve to the level that supports successful outcomes. Our processes have proven successful; **ResCare regularly exceeds all state performance measures.**

Describe how you will monitor these outcomes by utilizing FRWDB reporting and analysis tools and services.

ResCare currently uses data from ITrain and our internal tools to monitor and analyze performance against targets. Reports are compiled and analyzed weekly and discussed with the Vice President, Michael Vu, if assistance is needed to address deficiencies. We review project elements that impact performance, such as staff turnover, any lagging investment of funds, and strength of community and funder relationships. As the region prepares for transition to CalJOBS as the system of record, our Riverside Youth program staff, where we have successfully used CalJOBS since it was implemented, stand ready to assist us to learn the system and understand its reporting capabilities, bringing value to the Fresno project. Describe how you will ensure all required operational and/or financial reports are submitted to the FRWDB as requested.

ResCare has a strong history of meeting all FRWDB reporting deadlines. The Project Director, Joseph Oaxaca, is responsible for submitting all required or requested operational and financial documents. He works with his supervisor, Michael Vu, to access any needed documents from our corporate Resource Center and is supported by a local Project Accountant to compile needed financial reports, invoices, financial back-up documentation, etc.

## Quality

1. Describe how your staff will work effectively with local communities, educational facilities such as local high school and community colleges, and/or community-based organizations to ensure better utilization of resources and service deliverables throughout Fresno County.

We live and work in the Urban North region and understand the challenges Fresno County youth face in all aspects of their lives. Our approach to working effectively with partners is to be recognized as caring professionals who get things done for youth. Employers, partners, educational agencies, and others want to work with us because we have mutually respectful relationships and use win-win strategies to advance our shared missions. Our only goal is to benefit youth while maximizing available resources community-wide. Because of our long-standing relationships, we are recognized as the clearinghouse for support needed by young people (e.g. substance use prevention and intervention, housing assistance, food, health and wellness, domestic abuse services, legal, mental health, and suicide prevention). We connect by being deeply rooted in the community and involved with multiple organizations. We actively seek opportunities to collaborate with organizations that add value to the program for youth. Our staff is involved with organizations such as the Focus Forward Governing Board, Stop Hate and Respect Everyone anti-violence/anti-bullying committee, Fresno City College Foster Kinship Care Education Committee, Hispanic Chamber of Commerce, Fresno Survivors of Suicide Loss, Catholic Charities, and others. During weekly staff huddles, information about partner events and services is shared. We maintain a master calendar of on- and off-site events, provide regular e-mail updates to staff, and maintain community resource directories for quick access to available services. We have developed great relationships with many organizations that provide youth services with other than WIOA resources. A few examples include:

<b>Aspiranet</b> provides youth "coaches" for foster and homeless youth, and connects with ResCare staff regarding shared customers and their service plans support AYOS goals.
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<b>Focus Forward</b> provides mentors for justice-involved youth, and supports our shared participants' goals.
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<b>Learn-4-Life</b> brings valuable secondary education credits, drop-out recovery, mentoring, and other support for youth in partnership with out teams to ensure coordination of activities for youth success.
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We also maximize funding youth can receive for services and training from other sources. Our ACAs only support youth for training who have demonstrated and understand the commitment they are making and then seek all available resources to pay for it, including grants and financial aid (e.g. Pell Grants, BOG Waiver, CHAFEE). We connect youth to supportive services needed throughout their participation by referring them to partners with resources to provide the services at no cost.

2. Describe your specific experience in working with local high schools and other educational facilities in Fresno County.

Educational credentials support youth being able to pursue their career goals. We value our many strong relationships with educational agencies. **High Schools** - We work with high schools in the Urban North region to recruit graduates and dropouts. ResCare staff work closely with Fresno Unified School District's Career Technical Education, where our staff serve as members of five Industry Sub Committees (Health/Human Services, Industrial Manufacturing and Technology, Education/Child Development/Public Service, Business/ Entrepreneurship, and Digital Media/Arts/Design). Participation helps us outreach to youth, network with employers, acquire sector knowledge, and gain work experience commitments. We work with Fresno, Central, and Clovis Unified District Schools in the north and central areas and have collaborated on many career days, senior interview days, and outreach for logistics and manufacturing training. **Adult Schools** - We have strong relationships with all three Adult Schools in Urban Fresno (Fresno, Clovis, and Central Adult Schools). They provide us with assistance and resources to outreach to youth, while youth we serve benefit from their basic skills remediation, computer, and GED/HSD completion

classes. We have strong referral systems to connect youth to the Fresno/Central Adult School short-term vocational courses, such as CNA and LVN, as well. **Post-Secondary Schools** - We work with Fresno City College to conduct shared recruitment for their short-term programs. We are currently recruiting youth for the Industrial Maintenance Technician Program. We work with Fresno City College to secure training slots for WIOA youth transitioning from High School ROP courses to post-secondary education. We meet with State Center Community College to gain access to their services for youth (e.g. assessment center, guidance counseling, financial aid, foster youth assistance), and we recruit youth for certain programs, such as we are currently doing for the Industrial Maintenance classes. **Vocational Training Schools** - We have established great relationships with eligible training providers to prepare youth for/enroll them in short-term training for in-demand jobs. We use FRWDB-approved providers (e.g. CA Institute of Medical Science, UEI College, Institute of Technology) to provide youth credentials for high-growth/demand, skilled trades as an alternative to traditional postsecondary education. We also refer youth to programs at Fresno City Career and Technology Center.

3. Describe your process for determining WIOA eligibility for youth to ensure compliance with FRWDB eligibility policies and ODs.

We use the FRWDB policies and our processes to engage with youth in positive ways that support their being able to complete eligibility determination. As youth are identified through outreach and attend orientation, the Outreach Specialist evaluates their needs, interest in the program, and gathers information about their current living arrangement and income. If they appear to be WIOA eligible and able to benefit from the program, we provide a list of documents needed to verify eligibility and where/how to obtain needed documents for free or at a reduced cost. Because we require 100% verification of eligibility documents, helping youth gather the correct ones is essential. The list includes information such as: **Proof of Address**, including whether the youth lives in one of the County's high poverty zip codes; **Proof of authorization to work** in the United States; and **Proof of family income**, including receipt of public assistance benefits, if applicable. Our staff also consult with organizations such as the Fresno County DSS to obtain verification of receipt of public assistance to expedite eligibility. **Over the last five years, ResCare has not had any costs disallowed related to eligibility determination.** All initial eligibility is reviewed for accuracy and validated prior to enrollment. Our management conducts random sample reviews of eligibility throughout the year. Staff receives eligibility refresher training at least annually and more often as needed or if requirements change. We also use our **Best in Class®** quality improvement system to assess our conformance FRWDB requirements quarterly.

4. Describe your specific experience in working with the FRWDB targeted high-growth, high-demand industry sectors.

To reach targeted industries, we maintain membership in employer organizations (e.g. Chambers of Commerce, Valley Employers Association, and Central California SHRM), where we get information about hiring needs and skills required for the region's targeted industries. This also allows our BASs to build long-term, strategic partnerships with sector employers. Their expertise extends to understanding industry trends, which they share with all staff so we can anticipate hiring and emerging skill needs. BASs also coordinate employer recruitment and youth screening for job fairs, such as the Career Tech Expo hosted by Fresno County Office of Education.

**ResCare Academy™** courses were built in partnership with Skillsoft, a provider of learning solutions for businesses in various industry sectors. The courses are developed by industry experts to ensure they address industry demands. Courses included address the needs of construction, industrial/manufacturing, healthcare, and logistics employers. An example of its value to targeted sectors is our use of its Introduction to Skilled Trades modules to help youth earn certifications that support our partnership with the Association of Builders and Contractors. We are proposing additional collaborations with trade unions to support youth preparation for construction jobs in areas such as Sheet Metal, Plumbing, and Electrical.



These trades have pre-apprenticeship programs designed to prepare workers for the High-Speed Rail initiative. Youth can receive exposure to the industry and participate in activities such as informational interviews, work experience, training center tours, hearing from the Union Apprenticeship Coordinator during Job Club, and gaining employment through entry into the pre-apprentice program.

5. Describe your plan to develop employer relations in the local high-growth, high-demand industry sectors.

Employer relationships with targeted industries are supported through involvement with employer organizations, our participation in events held by the Fresno Economic Development Corporation, and our connection and collaboration with the One-Stop system business services. We conduct outreach to specific high-growth, high-demand employers that may be hiring or in need of workforce services. Staff use ResCare's **Supply and Demand Portal**, developed in partnership with CareerBuilder, to identify the top targeted industry employers in the County that are recruiting workers, types of jobs available, entry and average wages, and other information that makes our team efficient in targeting outreach. In conjunction with the FRWDB Business Services team, we also promote the system's workshops and resources to businesses and work collaboratively to share employer relationships that support the system. BASs are knowledgeable about services offered for targeted businesses in the County and quickly refer employers to available resources for business expansion and retention, tax credits, licensing, employee retention, and human resource professional assistance.

To ensure service excellence, BASs are required to complete our Business Service Academy and Employer Relations Specialist Certification, which focus on the needs of the employer and teaches skills to align the aptitude of job seekers to business demand so we can continuously increase and improve employer services. The program trains BSAs how to establish, manage, and maintain relationships with businesses. We also assign each BAS monthly performance goals for new employer outreach, work experience agreements developed/implemented by sector, and placements, which ensures our success in developing and maintaining valuable relationships with targeted sector employers.

6. Describe how you will strategically enroll and exit youth to ensure a constant flow of youth through the system, while maintaining the local cost per participant, OD 05-18, PY 17-18 WIOA Youth System Performance Goals. Include how you will balance positive and negative outcomes in order to achieve maximum performance results, and the process for determining individual exit strategies at the line staff and management levels.

The Project Director manages our active and available capacity and sets pipeline goals for outreach, orientation, intake, and enrollment for each staff. Goals are tracked weekly to ensure an even flow of youth served. We maintain an average active caseload ratio of 55:1 per ACA, 75:1 per BAS, and 200:1 per Retention Specialist. We maintain this average by strategically enrolling and exiting youth to maintain performance; youth with limited engagement are only exited according to FRWDB policies. Our strategy is inclusive of youth carried over into each year, their forecasted exit quarter, monthly new/contracted enrollments, and the number of staff. Strategic exit forecasting is based on customer flow, considering criteria/timeline allocations, as prescribed by FRWDB. This ensures each youth's consistent growth in academic and job readiness skills.

Our youth exit strategy begins at enrollment, as each youth develops his/her ISS aligned to local goals and outcomes. When goals and outcomes are achieved, staff reviews and provides updates to management for case closure/exit. All exit strategy results are reviewed weekly and discussed at staff meetings to ensure our program is achieving performance standards. We use the FRWDB reporting system to track pending soft exits and activity reports, supported by our internal Master Performance Spreadsheet.

7. Describe your strategies for maintaining contact with participants to ensure their participation for all planned services.

Our customer service culture keeps youth connected to the program. We recognize and celebrate milestone achievement, which maintains youth motivation and connection to staff. Recognition helps reinforce the importance of achieving goals and supports continued involvement. Just as importantly, youth stay connected to the program and their goals because our staff are caring professionals that they trust to help them figure out their future. Our staff are well-trained on methods to communicate with disconnected youth.

Youth ISSs include attainable short-term goals, so that youth can quickly experience success to support continued engagement. We use visual aids so youth see their goals and stay on course. We discuss the importance of engagement throughout the program and reinforce with messages on handouts, posters, text messages, and every interaction with staff. Youth know where they are in the process, which keeps them engaged. Our staff uses every available means to maintain contact with participants, and have found social media to be extremely effective. We have youth contact information, and information for family members/friends who will always know how to contact him/her. We conduct home visits or meet at alternative locations to discuss and encourage maintaining progress. Finally, we assign monthly youth contact goals to our staff and monitor individual performance.

8. Describe your strategies for maintaining contact with exited youth for the required twelve (12) month post-exit follow-up period. What is the process that ensures successful retention? Include the decision process to provide post-exit services to exited youth. See OD #05-15 Rev. B.

Our follow-up/retention is successful because we support youth during their initial transition to school or work. They are not exited until staff are confident that they are on track. During transition, ACAs and BASs introduce youth to the Retention Specialist, so they are well-connected and understand expectations about maintaining contact with us. We reassure youth about our availability to provide continued support during follow-up. Whenever a youth is exited from the program, follow-up services are provided for at least four full quarters after exit, designed to ensure youth enter or are retained in employment or education, are gaining additional skills and/or credentials, and advancing in their careers. Retention efforts begin with bi-weekly contact by the Retention Specialist to assess each youth's status, identify additional services needed, and to have change discussions that support advancement. We provide on-the-spot counseling and guidance, address questions they have, intervene on their behalf, if needed, and invite them to post-program activities. We also continue to connect youth to community resources as needs are identified during follow-up. Contacts with youth often occur outside of normal business hours or on weekends to accommodate individual needs. At any time during follow-up, we may determine that additional services are needed and will provide those services, including all activities available through the program and our partners, to address retention and advancement barriers proactively.