

Exhibit B

- Budget • Indirect Approval Letter (if applicable)
- Cost Allocation Plan • Stand-in Costs

WIOA YOUTH SERVICES
Title I Budget Summary

Proteus, Inc.

7.01.20 - 6.30.21

Name of Agency

Program Year

☒ OUT OF SCHOOL

333-301

☒ IN SCHOOL

Agreement Number

80% 20%

	A	B	D	E	F
Service Provider Operational Budget:	Summer Employment Opportunities Out-of-School	Summer Employment Opportunities In-School	Out-of-School	In-School	Total Agreement Amount
Program					
1. * Salaries			298,874	74,719	373,593
2. Payroll Taxes			31,496	7,874	39,370
3. Fringe Benefits			44,294	11,074	55,368
4. Other Operational Expenses			144,650	36,162	180,812
4a. Equipment Purchase			0	0	0
5					
6					
7 Total Operational Budget			519,314	129,829	649,143

	A	B	D	E	F
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			0	0	0
15					
16					
17 Total Service Provider Participant Budget			0	0	0
18 TOTAL AGREEMENT BUDGET			519,314	129,829	649,143

Note: Salaries included 9% Accrued Vacation

Prepared By: Francisco Aguayo

Title: Budget Specialist

Date: 6/11/2020

☒ Computer Spreadsheet☐ Manually Prepared

Exhibit A

- Work Statement
- Performance Management Plan



Title I WIOA Young Adult Services Program (Out/ In School Youth) East Fresno County 2020-2021 Work Statement

1. What will be done?

Proteus is proposing to continue to provide WIOA Youth Services to **260** eligible young adults, **52** In School and **208** Out of School young adults in the service area of rural **East Fresno County**. This area includes the communities of Reedley, Selma, Sanger, Parlier, Orange Cove, Fowler, Squaw Valley, Del Rey, and Kingsburg. Proteus is dedicated to providing an array of services to Young Adults which promote and ensure that they will gain the necessary skills needed to enter and succeed in higher education and/ or career opportunities of their choice. A full list of services including all 14 youth elements are outlined in detail under the Mandated Program Components Worksheet. Some of the **Young Adult Services (YAS)** we plan to provide include, but are not limited to the following:

- Outreach, Recruitment, and Eligibility
- Program Orientation
- Information and Referrals
- Comprehensive Objective Assessment
- Individual Service Strategy (ISS)
- Job Readiness Workshop
- Placement into Paid and Unpaid Work Experience Opportunities
- Skills Training Opportunities/ Occupational Skills Training
- Leadership Development Activities
- Tutoring, Mentoring, Guidance, and Counseling Services
- Financial Literacy
- Placement into Education and/ or Employment
- Case Management and File Documentation
- 12 Month Follow-up Services

2. Who will do it?

Proteus will maintain a 1 to 5 ratio of management staff to direct Young Adult Services program front line staff members. The following Proteus YAS program staff members will provide Young Adult Services to eligible WIOA Youth program participants:

One (1) Program Manager: Oversee the implementation and the performance of employment & training programs. Review and provide technical assistance to YAS program staff regarding accuracy of paperwork and program delivery system. Supervise YAS program staff. Provide eligibility and programmatic training to staff. Reconcile



performance monthly reports. Prepare program performance and expenditure reports. Utilize and maintain records in MIS data systems. Resolve any programmatic or fiscal monitoring issues. Attend meetings to stay informed on any program changes by the funding source. Review and certify customers' registration forms for employment & training programs. Review and approve customers' timesheets and supportive services requests.

Four (4) Academic & Career Advisors: Provide educational and job development skills to Young Adults 14-24 years of age. Conduct suitability for the program and monitor each customer's progress. Create an Academic Plan and Career Plan; setting goals for each young adult to accomplish. Provide various assessments from Basic English and Math to Career Based Assessments. Establish a budget for program participants supportive services, enter case notes on each young adult's progress, establish work sites and place youth into work experience contracts based on their career interests. Provide peer support and/ or mentoring for all Young Adult participants throughout the program. Maintain current case notes and documentation of all enrollments.

One (1) Employment Development Associate: Attend and participate in local area schools and partner agencies community and outreach events to promote Young Adult Services youth program east of Fresno County. Conduct recruitment and orientation meetings. Provide information on Young Adult Services, eligibility requirements, and our program delivery service system. Complete eligibility and registration as well as assist potential applicants in gathering all necessary documents for eligibility purposes.

One (1) Part-time Program Support Specialist: Provide information on Young Adult Services program to interested participants and will answer questions regarding YAS program in person or via telephone. PSS will provide outreach and recruitment for YAS program. Assists customers' complete applications for services and determines eligibility. PSS will generate purchase orders which provide supportive services to customers. Develop and maintain customers' expenditures reports. PSS provides part-time clerical support.

3. Who will receive the services?

In School Youth (IS): Identified as Young Adults age 14-21 years old who are enrolled in a Fresno County secondary and/ or post-secondary school, low-income, meets one or more barriers: basic skills deficient, English learner, an offender, homeless or runaway, foster care, pregnant or parenting, disabled or an individual who requires additional assistance to complete an educational program and/ or gain employment.

Out of School Youth (OSY): Identified as a Young Adult age 14-24 years old, who is a Fresno County resident, is not attending any type of school, meets one or more barriers: a school dropout, a recipient of a secondary school diploma or equivalent who is low



income individual and is basic skills deficient or an English language learner, an offender, homeless or runaway, foster care, pregnant or parenting, disabled or a low-income individual who requires additional assistance to enter or complete an educational program and/ or secure employment.

4. Where will it be done?

Proteus will conduct Young Adult Services program in rural East Fresno County. These communities include: Reedley, Selma, Sanger, Parlier, Orange Cove, Del Rey, Fowler, Squaw Valley, and Kingsburg at the following locations:

- **Sanger Service Center:** 2570 E. Jensen Ave., Ste. 108, Sanger, CA 93657
- **Selma Service Center:** 3706 S. McCall Ste. 212, Selma, CA 93662
- **Parlier Youth Centers of America (satellite office):** 13700 E. Parlier Ave., Parlier, CA 93648
- **Orange Cove Community Center (satellite office):** 1705 S. Anchor, Orange Cove, CA 93646
- **Eastside Educational Institutions:** Available for YAS during career fairs and other special events on campus.

MANDATED PROGRAM COMPONENTS WORKSHEET

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.

Proteus will continue to utilize the non-traditional delivery service models currently in place and include the following:

- A. Continuing to provide the youth population located in rural East Fresno County with the Young Adult Services program at both Proteus' Selma and Sanger Service Centers which help us to enhance our outreach efforts due to the long-term familiarity these communities have with our organization and its' employees. Additionally, Proteus' YAS staff members will utilize Parlier's Youth Centers of America and Orange Cove's Community Center as Satellite offices as-needed to ease transportation issues for those program participants residing in towns like Parlier and Orange Cove have access to our Young Adult Services program. In an effort to better serve the East Fresno County Young Adult population, Proteus YAS staff will be available



during non-traditional hours such as evenings and weekends. Proteus' list of service centers and satellite offices include:

B.

- **Sanger Service Center:** 2570 E. Jensen Ave. Ste.108, Sanger, CA 93657
- **Selma Service Center:** 3706 S. McCall, Ste. 212, Selma, CA 93662
- **Parlier Youth Centers of America (satellite office):** 13700 E. Parlier Ave., Parlier, CA 93648
- **Orange Cove Community Center (satellite office):** 1705 S. Anchor, Orange Cove, CA 93646
- **Eastside Educational Institutions:** Available for YAS during career fairs and other special events on campuses

- C. Providing intense program outreach and recruitment activities to reach as many potential program participants. This includes community outreach at special events, job fairs, etc. throughout Eastern Fresno County including the rural areas.
- D. Continuing to incorporate technologic usage of electronic platforms and/or social media outlets such as Instagram, Snapchat, Facebook, Messenger, Gmail, newsletters, and our Proteus Company website as non-traditional methods of providing additional outreach, recruitment and communication efforts to young adults.
- E. Increasing our current partner collaboration efforts to incorporate other local agencies to provide access to orientations, Rapid Response, Site Council meetings, employer and educational recruitments, job fairs, and other needed services to enhance our current services in aiding our participants to become self-sufficient.

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.

Proteus plans to conduct on-going outreach/recruitment strategies for the Young Adult Services program to ensure we meet WIOA youth enrollment goals by attending rural area high school games, fairs, and fundraising events in Eastern Fresno County. In-School Youth recruitment and outreach activities include football games, health fairs, job and career days, back to school nights, and some direct youth referrals from high school counselors, teachers and school retention officers. However, Proteus will emphasize its focus on recruiting Out-of-School Youth (OSY) to meet the 75% of enrollments into Young Adult Services program and its' expenditure goals. Based on our prior experience providing the Young Adult Services program, we have discovered



that many Young Adults recruit their friends and relatives into the program by casual conversation or basic “word of mouth.”

Proteus also plans to continue to work with partner agencies such as the Reedley Workforce Connection, America’s Job Centers of California, local area High Schools in Selma, Reedley, Sanger, Parlier, Orange Cove, etc. And Adult and/ or Community Day Schools, Migrant Education programs, Fresno County Probation Department, local youth centers, Reedley College and various other Social Service Agencies to identify and recruit potential participants. Community events such as Sanger Task Force meetings, health fairs, job fairs, local adult schools/community college events, and/or FRWDB sponsored events attract over 200-300 individuals and are an effective way to recruit potential young adults interested in services. Traditional recruitment efforts will include YAS program printed flyers and/ or posters as well as any online recruitments via social media posts on facebook, twitter, instagram, etc.

We also plan to promote the Young Adult Services program on our Proteus Company website. All marketing and outreach material will incorporate the updated Young Adult Services program Logo horizontal design and the updated Young Adults Services program Logo stacked designs only. Moreover, Proteus has the ability to leverage non WIOA Title I-B funds to provide outreach through our existing Community Service Block Grant, National Farmworker Jobs Program and other sources. We will continue to evaluate and enhance our current outreach strategies to secure performance goals and meet YAS program measures.

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 the academic and work readiness components.

Orientation will be provided to all potential youth participants either in a one-on-one or group setting. Orientation presents a thorough overview of all WIOA services, the Workforce Connection system, and partner agency services as well as, Proteus and other non-WIOA services available. During orientation, potential participants receive information on eligibility requirements, the process of getting enrolled in the program, and the overall “service delivery system.” Additionally, information about the process and requirements to succeed in the Young Adult Services program is disseminated during orientation. This includes a detailed explanation of the activities and expectations for completing the academic and work readiness components.

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, Revision C), all required documentation needed to substantiate WIOA eligibility are gathered, and all youth are certified as WIOA eligible prior to enrollment into the program.



The **EDA** will utilize an internal “Eligibility Verification Checklist” that was created based on FRWDB TAG and OD# 03-15, Revision C to gather all documents needed to substantiate WIOA eligibility. These documents include: an identification card, social security card, selective service letter (males only), driver’s license, birth certificate, medical card, pay stubs, work permits, school records, court records, verification from shelter to determine homeless, etc. Once all documents have been collected, detailed case notes are made and documentation will be entered into the CalJOBS database. The Youth Program Manager will verify that all the required documents are in the file prior to final approval. FRWDB, State, and Federal policy will be followed when determining eligibility for WIOA services. In addition, required documentation are scanned and kept in each person’s file as physical proof of eligibility.

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

The Objective Assessment (OA) is conducted by the **ACA**. Each young adult participant will receive an OA/Interview to determine his/her skill levels and service needs conducted in compliance with all local, state, and federal WIOA policies. The interview allows staff to gain a better understanding of the potential participant’s interest in the program and the customer’s educational and/ or career goals. The objective assessment is a client-centered design and includes a review of: basic skills, barriers, education, work history, occupational skills, employability, interests, developmental needs, family situations, financial situations, and supportive service needs. Staff will assess both barriers and assets of each young adult and document the results of the OA interview on the ISS when developed. This information will help staff guide youth into appropriate activities and establish a relationship based on the common goal of obtaining program objectives.

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# 16-18 Revision D).

Staff will utilize locally approved assessment tools to ensure that young adults enrolled are provided basic skills and career assessments to determine academic skill levels, career interests, and goals. Each potential youth participant will receive an initial assessment, which includes the Comprehensive Adult Student Assessment System (CASAS) testing to measure math and reading levels. Once they complete the CASAS tests, each potential participant is scheduled for registration. Once registered, approved, and enrolled into the YAS program, each young adult is given an in depth assessment through approved assessment tools such as O*Net/Interest Profiler, Work Importance, and/ or ACT WorkKeys Assessment. If a participant does not meet the required WorkKeys scores for a specific occupation, they will be required to remediate using the WIN Career Readiness System. Proteus staff proctors all assessment tests and



ensures that assessments are completed within the designated times. Staff will continue to further follow the mandated assessment guidelines which may include submitting waivers to FRWDB if deemed necessary.

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 # -19-18 Revision A1.

Based on the results of the OA interview, a formal training/needs strategy will be mutually developed between each youth participant and the ACA. It is imperative that the youth take an active role in deciding the outcome of their ISS. The ISS identifies goals, plots the course of action that should be taken by the youth, offers a progressive sequence of activities allowing the youth to experience success and increase responsibility, and includes appropriate objectives, services and/or training needed. The ISS is considered a living document; therefore, an on-going review of the progress of each youth in meeting the objectives of the ISS will be created and updated in CalJOBS in a timely manner. ACAs' will review the ISS every 30 days to keep young adults engaged. As new objectives or service needs are identified they will be added onto the ISS. Any changes to the ISS will have an amendment attached that will be signed by participant, and a case note will be entered to explain the justification for new activity.

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. E.

Proteus currently facilitates the Job Readiness Workshop as outlined in OD 05-17, Revision E by providing all youth a two week (four hours per day for a total of eight days), workshop using IMAGO Job Readiness Curriculum. Job Readiness Workshop is offered in a facilitated group setting. Job Readiness modules include Adaptable and Productive Problem Solver; Digital Literacy; Learning, Creativity and Adaptability; Communicator and Collaborator; Responsible and Ethical Decision Maker; Life Skills; Personal Development; and Resume. For areas of concern or failed module(s) the ACA will document issues/concerns on the workshop evaluation form and devise a plan of action in order to resolve the area of concern or failed module(s).



9. **Work Experience:** WIOA places a priority on providing young adults with occupational learning opportunities through work experience. Describe how you will develop and monitor work experience job sites as outlined in OD # 20-18 Revision E 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.

ACAs utilize their existing work site employer base in the local area to connect young adults with jobs and continuously seek opportunities to build partnerships with new employers. They attend community meetings/forums such as the Sanger Task Force, job fairs, health fairs, etc., which are attended by the city's business community and civic leaders. The ultimate goal of each work experience is long-term employment. Proteus is the employer of record and works closely with the employer and young adult participant to ensure a successful program outcome. As part of these efforts, staff pick up timesheets every two weeks where they will talk with the employer. Each work experience participant has a mid-point and post evaluation completed by their employer so that the ACAs have a general idea of how each youth is performing on the job. ACAs will meet with the youth to review the evaluation and address any areas of concern. The ACAs will track all work experience contracts to ensure all work experience participants do not exceed their 200 hour allotment. Through these activities, in addition to combining participant training costs with the actual staff time required to provide all Work Experience-related services, will assure we meet the mandated goal of 20% expenditure.

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.

To determine the training needs of participants, we work closely with each young adult individually to identify their interests. The ACA reviews the youth's test and assessment scores through O*Net Assessment, WorkKeys and the Career Track application to provide career guidance based on their individual scores, abilities, and interests. Additionally, the ACA explains the assessment results, reviews and discusses their employment goals based on a variety of options determined by personal needs, commitments, areas of interest, and training requirements. OSY youth must have a high school diploma and a valid California driver's license (or Right to Work) to participate in an occupational skills training program. For OSY youth who do not meet the required minimum work keys scores, a tutorial will be provided to improve their work keys scores for training.

Several different strategies are used to provide vocational training opportunities and collaborate with WIOA Adult programs in which staff co-enroll youth in both programs



when possible. The ACA utilizes the face-to-face counseling sessions, the dual engagement discussion, and other interactive tools to help show the relationship between advanced training and opportunities to earn more. This allows youth to develop a more in-depth perspective and understanding about the job sectors that have been determined to have high growth and high wage gain potential.

The ACA also looks for low-cost training opportunities through local community colleges and adult education programs. In our area, Fresno City College, Reedley College and College of the Sequoias offers college-level trainings many which are low-cost trainings or available at no cost to those qualifying for financial aid. Whenever possible, we will seek occupational trainings that are flexible and geared towards someone who can work at a job and at the same time train for a skill or upgrade. The ACA also works to integrate services available to program participants through TANF, local school districts, Department of Rehabilitation, farm worker programs, post-secondary vocational training, and apprenticeship programs.

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

Youth will be provided assessment tests to determine their employment and/or career goal. With the results of the assessment tests, to keep the youth engaged, the ACA will work one on one with the youth to attain their goal. To develop soft skills, knowledge and abilities of the work place, all youth will be required to attend Job Readiness workshops. The youth will also be required to attend the Interview Preparation Workshop which will prepare youths to go thru an employment interview successfully. The ACA will assist participants with comprehensive job search activities, such as submitting applications, creation of a resume and a cover letter, and conducting mock interviews. Participants will also be able to register into CalJOBS database, which is an employment database that allows local employers to view the participants' resumes based upon their skills.

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

Using Labor Market Information derived from CalJOBS, our staff members attempt to convince OSY that long-term financial stability depend on possessing something more than a High School Diploma. To truly succeed in the current economy requires an Industry valued Credential or College Degree. The ACA will work with each OSY to set up academic goals that are challenging but reasonable, based on each participant's initial assessment. ACAs' will work with local high schools, alternative schools, adult schools and colleges to partner and share information and develop drop out recovery strategies to assist youth towards their goals.



- 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.

As is currently the case, during orientation, youth participants will view and be guided through a presentation where a full array of services are provided in detail along with presenting job seeker's and youth staff responsibilities to the WIOA program. In addition, staff provides information covering services offered by other agencies and organizations and the benefits of utilizing these additional resources. Staff will continue to include sector based information in orientations.

Youth program staff will ensure that successful referrals are made to appropriate services either within the WIOA services delivery system or other more appropriate agencies. In the event of a referral, staff make contact with community agencies, such as the Reedley Community College or local adult schools to schedule customer appointments. Staff will act as a liaison between the youth participant and the referring agency.

- 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 #14-18Rev. B.

Understanding that overall long-term customer success is enhanced by closely tracked follow-up services, the ACAs follow up with each youth for a period of 90 days after their file is closed (OD 15-18, CalJOBS post closure process, per; OD 14-18). Staff will then continue to perform follow-up services for up to 12 months after date of closure (following up during each of the first, second, third and fourth quarters). Consistent contact with each participant is an essential part of successful monitoring once a youth has exited the program. Staff perform follow-up calls more than is required as regular ongoing contact allows them to remain informed of any changes that may have taken place.

Our current approach to follow-up includes:

- Staff make the initial follow-up phone call (during days, evenings and weekends); along with phone calls to family/friend contact information; after two unsuccessful calls, a letter will be sent to the residence.
- If still no response, within five days, staff make a home visit or employer site visit.
- Staff will also use email, text, or Facebook Messenger to contact youth.

In addition, staff track the number of job seekers that have been exited on a monthly basis. Staff encourage exited job seekers to meet, set goals, follow-up on job leads,



provide financial aid information, provide necessary counseling and give referrals to outside sources. Should past participants lose a job, we will help with job search assistance as well as offer supportive services through partner programs should they be eligible.

All WIOA Year-Round Youth PBs, ODs and IBs, are available on the FRWDB website at:

<http://www.workforce-connection.com/FRWIB/index.cfm?pg=policybulletins>

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.

To provide a path towards self-sufficiency, Proteus will offer a full menu of services to participating youth through in house offerings, AJCC Workforce Connection System and collaborating partners. The 14 required youth **elements** will be available to all youth enrolled into the program:

Tutoring: To ensure success with educational goals, ACAs will engage youth early on by meeting with them regularly and earning their trust. Staff work closely with each youth to help increase each participant's performance at least one grade level, in reading and math. Initially, ACAs provide tutoring and help set up academic goals that are challenging, yet reasonable, based on each participant's initial assessment. Tutoring will be specifically geared toward each youth's area of deficiency helping them to reach their benchmarks.

Alternative Secondary School: Alternative offerings and dropout recovery will be used as appropriate and when available. Alternative schools are a good source for cross referral and recruitment. Staff have worked with area alternative schools for years in our current service area. Outreach to alternative schools will complement academic enrollment.

Paid Work Experience (WEX): Paid WEX will be provided either following academic attainment or in concurrence with academic or occupational education enrollment, whichever best fits the individual's needs. Pre-apprenticeship, internship, and job shadowing will also be offered depending upon availability and suitability of the participant. Staff will utilize their existing local employer base in the area to connect youth with jobs and are continuously seeking new employers to build new partnerships. Proteus is the employer of record and will work closely with the employer and youth participant to ensure a successful program outcome. The ultimate goal of each work experience is long-term employment.

Occupational Skills Training (OST): OST is available through local approved vocational schools or through enrollment in community college provided vocational



training. Upon completion, documentation of skill competency with an industry-recognized certificate will be entered into the /CalJOBS System, and training-related job placement will commence.

Education Offered Concurrently: As re-engagement in secondary or post-secondary education is a requirement for all enrolled OSY youth, education will run concurrently with most program activities. Co-enrollment with other educational offerings including alternative and adult school options with linkages between academic and occupational learning.

Leadership Development Opportunities: Building strong leadership skills is an important characteristic needed to help youth build their self-esteem and confidence to be good leaders. Leadership activities such as directed community involvement, volunteer work, attendance at local governmental meetings (city council, planning committee, local chamber of commerce, etc.) all offer potential leadership development opportunities. ACAs will act as mentors to help youth develop leadership skills. They will work on building confidence and self-esteem while providing opportunities for youth to become leaders in their communities.

Supportive Services: Youth need all the support they can get to encourage their re-engagement efforts. Employment related assistance such as background checks, supplies, or other materials needed for them to complete the program successfully will be offered.

Adult Mentoring: ACAs will perform adult mentoring on an informal basis. This allows them time to assess the needs of the youth. As their time and activities in the program proceed, a more formal relationship may be developed depending on individual need. While in a work experience component, Worksite Supervisors will also act as adult mentors. This reinforces both relationships and increases employment retention as it provides for a role-model.

Follow-up Services: Proteus understands that preparing youth for lifelong success requires more than just brief follow-up. For this reason, staff provide an extensive array of post-program services such as on-going support and counseling, assistance in the resolution of employment or education related issues, job search assistance should it be necessary. These services are available for a minimum of 12 months to help aid in academic success, ensure employment retention and the success of on-going mentoring relationships.

Comprehensive Guidance and Counseling: Youth staff provide comprehensive guidance counseling that addresses the holistic needs of the individual. Regular guidance and counseling are provided to youth to enable them to successfully transition to academic engagement, adult or post-secondary education, or employment, with the aid of referrals to other community agencies, when necessary.

Financial Literacy: Initial financial literacy is provided within the context of Proteus' Job Readiness Workshop. This component covers the areas of basic finance, budgeting, managing credit, and good decision-making. We work with outside training resources such as local banks and financial institutions so youth can engage with financial experts.



Entrepreneurial Skills Training: Proteus works with the local Chamber of Commerce, Small Business Association, and seeks outside training opportunities that offer entrepreneurial skills training to help motivate youth working on their skills and attitudes. An emphasis on entrepreneurial networks helps youth connect with resources for information and advice from private networks (family and friends) through market networks (business collaborators) to identity-based networks (e.g. ethnic affiliation), etc.

Labor Market and Employment Information: is an integral part of Proteus' career exploration counseling. Knowing what opportunities exist in their community and the amount and kind of compensation to be expected at different education levels is a prime motivator to youth who lack academic drive. This information is immediately available from O*Net, EDD, and is kept up-to-date through CalJOBS, as well as other online resources.

Transitioning Youth to Post-Secondary Education: is the ultimate goal of our Youth Program for both, youth completing their High School Diploma/GED and those who already have, but have not been re-engaged in education at that level. As such, everything that the ACAs does becomes part of this element implicitly and includes assisting the participant to complete registration for colleges and applying for financial aid.

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.

Proteus has been the service provider in East Fresno County for over 25 years and has provided services in Fresno County for more than 40 years. Our success is mainly attributed to our experienced staff and long-standing partnerships. Proteus has established strong working relationships with the local high schools, community colleges, workforce and other community service providers such as Orange Cove Community Center and Parlier's Youth Centers of America. We currently have Memorandum of Understandings with many of these partners for space and sharing of resources, which allows staff to better serve youth. We also have an established signed agreement with FRWDB and its partners to coordinate WIOA services in Fresno County.

Additionally, we collaborate with Fresno County Department of Social Services, Fresno County Economic Development Corporation, the State Department of Rehabilitation, Employment Development Department (EDD), labor organizations, local adult educational institutions as well as business and employers. To communicate and coordinate procedures with partners, we hold monthly partner Site Council Meetings and meet individually with partners. Partner support is also being utilized for Self-



Reliance Team (SRT) panel interviews. We currently have partnered with Kings Canyon Adult School and Jobs 2000 to collaborate at the One-Stop facility to coordinate job seeker workshops.

We continue to formalize and strengthen partner collaboration within the One-Stop location and work with the aforementioned partners as well as others to develop a triage of care process to share information, minimize the duplication of services, and determine the best options available for serving and meeting the needs of all enrolled youth.

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.

As a current service provider in East Fresno County, our staff have developed strong partnerships with all the local high schools and get invited to attend many school events including career days. This enables us to acquire interest forms on potential participants to meet our 20% enrollment of ISY.

Proteus will emphasize its focus to recruit OSY to meet the 80% youth enrollments and will track this through Performance Management Plans (PMPs) and funding source reports which are reviewed by youth program supervisors regularly. We also plan to continue to work with partners and participate in community events such as the Sanger Task Force, job fairs, health fairs, etc. to recruit new job seekers interested in the program. Additionally, we plan to utilize our MEC units at outreach events throughout the service area to recruit youth, post flyers, and utilize the Proteus' website, company newsletters, and local newspapers. Outreach material will be custom designed so it appeals to the OSY participant. Staff and program management will monitor recruitment to ensure the 20% ISY/80% OSY split. In addition, Proteus staff members work non-traditional hours such as evenings and weekends in order to meet outreach and enrollment goals.

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 at youth. (Describe how you plan to keep track of local employers that are willing to hire youth.)

The ultimate goal of the ISY/OSY program is to guide participants toward high demand, high wage employment. Our strategy for meeting employment and training needs is to contact local businesses within the service area through cold calls, face to face meetings, and community mixers. Staff will also schedule meetings with local business owners, managers, and hiring HR executives. Job Development efforts in other projects are merged and contacts leveraged across Proteus' employer network. This method is particularly effective in rural areas and aided by the co-location of our staff. This enables staff to meet with employers to promote and sell our youth as qualified employees who



have been certified to meet the their requirements, and to promote business services such as Federal Bonding, Tax Credits, recruitments, and On the Job Training, Limited Internships, and Work Experience opportunities. To keep track of local employers, our staff complete an Employer Contact Form, which they enter into I-Train (OD 20-18, Youth Work Base Learning Work Experience; (The Employer Service Module User Assistance Guide). The employer information will be matched based on needs and interests. Regular contact is maintained with each potential employer.

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

To ensure that the following performance measurements are met: Placement in Employment or Education (2nd Quarter post exit & 4th Quarter post exit), Median Earnings, Credential Rate. At this time there is no measurement set for the Median Earnings for the youth program. The other performance measurement outcomes are met by the follow ups conducted. The youth staff will work nontraditional hours to be able to contact the customer post exit to provide any necessary assistance to retain or attain a performance measurement and to obtain the complete information required to enter the follow up.

- Measurable Skills Gain

There is a measurement set for the Measureable Skills Gain. We enter this measurement in CalJOBS. Youth staff will ensure that this measurement is met by running monthly MSG reports in CalJOBS.

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

Proteus staff maintains our own KRAs and follow up reports and utilize the FRWDB reports to make sure the outcomes are accurate.

Describe how you will ensure all required operational and/or financial reports are submitted to the FRWDB as requested.

The Report's Desk at Proteus' Administration Office in Visalia will be responsible for ensuring that all program and/or financial reports are submitted to each funding source



per contract guidelines on required due dates. Once a program or financial report is completed, it is distributed to division management for program review and approval. After the Division Manager approves the report, The Report's Desk sends out the program report/s to its' funding source.

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.

As a Community Based Organization (CBO) which is also an accredited post-secondary educational institution, Proteus is well qualified to ensure the best use of resources. Proteus is also primarily focused on serving rural populations. Proteus has a long history working in collaboration with local agencies, educational facilities, high schools, community colleges, chamber of commerce, and other CBOs to collaborate and leverage resources whenever possible. The organization has over 30 active collaborative agreements in place many of which are renewed annually. Our many years of experience in youth programs have allowed us to form long-lasting relationships with other agencies in Fresno County that have enabled us to enhance services and provide more complete assistance to those we serve. We network and collaborate with State Center Adult Education Consortium and other agencies to leverage resources, provide matching funds and enhance more comprehensive, quality services to youth.

Proteus has provided services in rural areas of Fresno County for more than 40 and has provided programs such as the Department of Labor National Farm worker Jobs Program, Office of Family Planning Teen Pregnancy Prevention Program, WIA/WIOA youth services, Jobs 2000, Parlier/Mariposa Migrant Childcare Center and others. Our long history of working in rural areas in Fresno County has enabled us to understand the barriers of our target population. In addition, many of our staff currently reside in the service area. Their first-hand experience living in these communities has allowed them to understand the comprehensive needs of the population and help identify potential partners to collaborate with. Additionally, we will utilize the organization's MEC and/or Proteus Green Mobile Unit when the vehicles are available in the Eastside for outreach efforts, and community events. Assigned staff also regularly attend local community service providers meetings and city planning meetings to network, seek opportunities for collaboration, and stay informed regarding local issues.

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



We have been providing youth services in Fresno County for over 25 years. During this time, we have developed a long history of successful partnerships with many of the local high schools and other educational facilities, all working together towards the common goal of providing services to ISY/OSY. Specifically, we work with: Parlier High School, San Joaquin High School, Sanger High School, Sanger Community Day School, Kings River/Taft Continuation Schools, Selma High School, Heartland Alternative High School, Selma Adult School, Reedley High School, King Canyon Adult School, Orange Cove High School, Kingsburg High School, Fowler High School, State Center Adult Education-Transitional Program, Reedley College, Fresno City College, and Valley ROP (Regional Occupational Program). We participate in career fairs, coordinate outreach and recruitment efforts, make presentations, share information and resources including grades and attendance, share space on campus, and others. We also have implemented collaborative partnerships for training cohorts for OSY customers with Valley ROP, Reedley College, and Fresno City College.

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

Proteus will be responsible to ensure that all documents needed to substantiate WIOA eligibility are gathered. The EDA assists potential participants with the gathering of documents necessary for determining eligibility. The EDA utilizes a checklist (Eligibility Verification Checklist) that meets OD-#03-15 Revision C to verify that all required documents are gathered (driver's license, birth certificate, medical card, pay stubs, etc.) Detailed case notes are then entered into CalJOBS database where the Program Manager checks form compliance and approves.

The EDA then submits the participant file with documentation to the Program Manager for review and approval. Enrollment will not occur until the individual has met the WIOA eligibility criteria, and has been officially certified as WIOA Youth eligible.

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

As an organization engaged in providing vocational training Construction and Trades, Logistics and Distribution, and Renewable Energy, Proteus must regularly seek input from industry leaders through an 'advisory committee' for each of the vocational trainings we offer. Their input not only allows Proteus to fine-tune our training offerings but also gain additional insight into the needs and build contacts within each industry.

Proteus has provided employment and training services to job seekers in Fresno County for over 40 years. For 18 of those years, we have provided services to the rural East youth population in Fresno County. As a current FRWDB provider of youth services through the Reedley One Stop, Sanger and Selma Service Centers, we are aware of the high-growth, high-demand industry sectors of: Agribusiness, Automotive



Technology, Construction and Trades, Healthcare, Logistics and Distribution, Manufacturing, Renewable Energy, and Information Technology – as well as how they are evolving. Current WIOA staff is trained to guide career exploration that emphasizes the importance of skills training in high-growth, high-demand sectors. Additionally, our staff has experience in identifying community colleges, adult schools, apprenticeship programs and trade schools where advanced training in areas of high-growth, high-demand occupations can be attained and financial assistance may be available.

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

With close to 50 years serving the Central San Joaquin Valley and 40 years in the County of Fresno, Proteus has developed relationships with the local established businesses, local chambers, colleges, schools, and Economic Development Commissions. Additionally, staff have assisted in the recruitment of staffing for new businesses and has over the years built a strong employer base that is constantly growing. Job Development and Placement Staff are kept abreast of new employers locating in the area and businesses that are hiring or expanding. Youth program staff have knowledge and access to labor market information and through working closely with FRWDB and other providers, are kept up to date on labor market trends and news.

As a current provider of WIOA Youth program services in Fresno County, our staff has become well aware of locally defined high-growth sectors in the area. We will continue to put greater emphasis in contacting employers in these industries and represent job seekers as their future employees. Staff will continue to take advantage of job fairs and community events to gather the skills and needs of employers in determined areas of growth. Youth program staff will continue to network with community businesses and strengthen relationships by meeting with local employers to gather workforce needs and explain program objectives.

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 08-19, PY -19-20 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.

A monthly Performance Management Plan (PMP) has been established by FRWDB and Proteus to set-up and track the enrollment and exit goals based on the number of ACA working with youth program participants. In addition, staff meetings are held every month to monitor individual monthly goals, review new operational directives, identify potential problems and develop strategies to diffuse them. The EDA is held responsible for monthly enrollment goals and ACAs are responsible for identifying job seekers that are ready to be exited. Prior to exit, all identified files are reviewed by the Program



Manager for compliance. The PC monitors files ready for closure to ensure that program goals and quarterly performance measures are attained. In cases where a job seeker is non-compliant or program objectives are not met, the supervisor makes every effort to ensure enough job seekers with positive outcomes are part of the closures in that same quarter to offset negative closures.

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

During orientation, one-on-one counseling sessions, and while the participant is registered in the program, staff reiterate the importance and benefits of maintaining contact. As part of these efforts staff work with participants to identify multiple contact information including that of family or friends in order to maintain contact and increase access to these individuals. Constant and consistent contact with each youth is an essential part of ensuring successful program completion. The current practice of staff contacting participants is once every three (3) weeks. This not only meets the mandated guideline of four weeks, but it allows staff to remain informed of any changes that may occur while the participant is in the program. File review ensuring contact is being made within these timeframes are provided by the supervisor. To increase the ability to maintain contact with youth staff also incorporate the use of Text Messaging and social media such as Facebook Messenger.

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. .

Understanding that overall long-term customer success is enhanced by closely tracked follow-up services, staff follow up with each youth for a period of 12 months after date of closure. As aforementioned, staff reiterate the importance and benefits of maintaining contact as well as give specific detailed information in relation to the 12-month follow-up process at orientation, one-on-one counseling sessions, and throughout the time that the youth is registered in the program. Constant and consistent contact with each youth is an essential part of successful monitoring once a job seeker has exited the program. Regular ongoing contact allows staff to remain informed of any changes that may have taken place.

Our current approach to follow-up includes:

- Staff make the initial follow-up phone call; along with phone calls to family/friend contact information; after two unsuccessful calls, a letter will be sent to the residence.
- If still no response, within five days, staff make a home visit or employer site visit.
- Meetings with employers are used to mitigate any workplace issues.



- Staff work with job seekers to update resumes.
- Refer to CalJOBS; follow-up on Report to ensure completed in a timely manner.

It is critical for staff to continue to monitor customers after they have exited the program for a period of 12 months. Staff encourage exited job seekers to meet set goals through job leads, financial aid information, additional counseling, and referrals to outside resources. Supportive services are also available if they are eligible, and should they lose their job we can assist them with job search assistance. Staff also track the number of job seekers that have been exited on a monthly basis.