

Exhibit B

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

**WORKFORCE CONNECTION
Young Adult Program**

Fresno Economic Opportunities Commission
Name of Agency

2020-2021
Program Year

OUT OF SCHOOL

310-301
Agreement Number

IN SCHOOL

| | 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 |
| Program | | | | | |
| 1. Salaries | | | 579,556 | 144,890 | 724,446 |
| 2. Payroll Taxes | | | 54,742 | 13,686 | 68,428 |
| 3. Fringe Benefits | | | 140,969 | 35,242 | 176,211 |
| 4. Other Operational Expenses | | | 152,064 | 38,015 | 190,079 |
| 4a. Equipment Purchase | | | 0 | 0 | 0 |
| 5 | | | | | |
| 6 | | | | | |
| 7 Total Operational Budget | | | 927,331 | 231,833 | 1,159,164 |

| | 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 | | | 0 | 0 | 0 |
| 15 | | | | | |
| 16 | | | | | |
| 17 Total Service Provider Participant Budget | | | 0 | 0 | 0 |
| 18 TOTAL AGREEMENT BUDGET | | | 927,331 | 231,833 | 1,159,164 |

Prepared By: Kiran Hayer
Title: Accountant
Date: 6/8/2020

- Computer Spreadsheet
 Manually Prepared

Exhibit A

- Work Statement
- Performance Management Plan

1. **What will be done?**

The Fresno Economic Opportunities Commission (Fresno EOC), in collaboration with community partners, proposes to provide In and Out of School Youth (ages 14 through 24) with educational, employment, and training opportunities to facilitate their successful transition into adulthood and self-sufficiency through the Fresno Regional Workforce Development Board's Youth Services Model. Over the past two years Fresno EOC has developed and launched our new **Education to Career Collaborative Service Delivery Model**. This model engages both our internal and external partners, including those with the One Stop. Under this model approximately ten different programs under the Fresno EOC umbrella of services that work with youth and adolescents will focus all resources to triage the needs of participants by evaluating opportunities to tap into the agency's comprehensive range of services at various entry points throughout our delivery system.

These programs have established co-case management meetings that are held weekly to discuss caseloads, needed services for youth and resources available through each partner representative. This system has developed a flexible high school credit based service strategy incorporating a career technical education format utilizing various assessments (personal, family, academic, and career), counseling/guidance, social/life skills development, incremental incentives, career exploration activities, career preparatory/soft skills development activities, community service projects, educational classes articulated with work based activities, and career focused certificated training opportunities. Internal Partners have established scheduled rotational staff presence at each site to interact with youth populations served; developed staff to staff peer professional relationships and created a comprehensive community of internal collaborative practitioners unified in the holistic provision of services to youth jointly served. Services that are provided include academic tutoring, alternative education, health services, recreational activities/events work preparation classes and job readiness workshops, career exploration and planning, exposure to post-secondary opportunities, work experience, project-based training, leadership development, mentoring, occupational training, job placement assistance, parenting skills development services, life skills preparation, support services, and follow-up and retention services.

2. **Who will do it?**

Fresno EOC has been successfully providing youth services within the Fresno community for over 41 years and has been the local Workforce Investment Act/Workforce Innovation and Opportunity Act (WIA/WIOA) provider of services to in-school youth and out of school youth for the past eighteen years with a strong track record of delivering results through its Employment and Training Department. Fresno EOC will be responsible for the provision of services to in and out of school youth within Area II Urban South. Fresno EOC leverages the services of its one stop community partners along with its internal programs, as explained in greater detail on pages 6 and 7 of this proposal.

3. **Who will receive the services?**

Activities will be provided to a minimum of **515** in and out of school youth defined by the following two cohorts: (1) in school youth ages 14-21 and (2) out of school youth ages 16-24. In modeling universal access to all youth, full-service activities have been designed for WIOA eligible participants with modified program offerings for non-WIOA youth. Fresno

EOC's internal and external partnerships will provide a comprehensive service structure to serve youth who may be homeless, offenders, dropouts, pregnant/parenting teens, disabled youth, and youth in foster care residing or attending high school within Area II Urban South. Under these identified populations, Fresno EOC will ensure that **"the most in need"** basic skills deficient youth will be registered for WIOA services. The most in need determination looks at poverty levels, drop out status, teen parenting situations and more. Fresno County High Schools, which includes Fresno Unified, Central Unified and Washington Union School Districts, experience an average dropout rate of 10.3% (Cal. Dept. of Ed) and an unemployment rate for youth 16-19 year olds at 32.5% and 20 to 24 year olds of 18% (US Census American Fact Finder latest data for 2016). The poverty rate for School Aged Children in the City of Fresno is 42.2% (US Census American Fact Finder for 2016).

4. **Where will it be done?**

Services under this proposal will be provided to youth at the following locations:

- Executive Plaza
(Central Fresno)
- Sanctuary Transitional Living Centers (Central Fresno)
- The Fresno Center
(South East Fresno)
- School of Unlimited Learning (SOUL)
(Central Fresno)
- Fresno EOC Neighborhood Youth Center
(South West Fresno)
- Kings Canyon Fresno EOC WIC Program
(South East Fresno)
- LIHEAP office on Stanislaus. (Central Fresno)

These sites were selected based on several factors including proximity to potentially eligible youth residing in the area, and site recognition by youth. Fresno EOC will co-locate staff and provide services on all Area II high school campus sites where 10 or more youth are served.

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.**

The Area II Urban South Youth Services Program serving both in and out of school youth, will provide necessary training, education, employment and follow up services leading towards self-sufficiency. Fresno EOC has developed and adopted the **Education to Career Collaborative Service Delivery Model** to provide a comprehensive array of services to eligible youth. This model includes the provision of co- case management meetings held weekly to discuss caseloads, needed services for youth and resources available through both internal and external partners. These resources include utilizing various assessments (personal, family, academic, and career), counseling/guidance, social/life skills development, career exploration activities, career preparatory/soft skills development activities, community service projects, educational classes articulated with work based activities, and career focused training opportunities. Internal Partners have established scheduled rotational staff presence at each site to interact with youth populations served; and developed staff peer professional relationships. The model connects participants in meaningful ways with comprehensive supportive services geared toward helping resolve their barriers. Barriers may include limited/no work experience, low literacy skills, unstable

housing, and unreliable or transportation, among others. It is the Education to Career Collaborative Service Delivery Model design and focus to integrate youth serving programs within Fresno EOC under a singular vision to comprehensively engage youth and facilitate their transition towards personal empowerment and self-sufficiency.

This model also incorporates the delivery of services at seven sites throughout FRWDB Area II to most effectively serve WIOA and Non-WIOA funded in and out of school youth. **Only the Executive Plaza location will require rental costs to be paid with WIOA funding.**

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.

Fresno EOC will conduct and coordinate all outreach and recruitment activities, including identification of in and out of school youth (14 to 24 years old) for potential participation in program services. Each of the ten partner programs performs an assessment for the youth they serve. **The Accountability Review Team in Fresno EOC's Employment Training Department** will ensure appropriate levels of compliance with WIOA regulations and coordination between programs so that youth are aware of the opportunities with the program. Additionally the program will utilize the agency's social media platform including 14 separate Facebook pages and three Twitter accounts to further spread the word about the program services. Information will also be made available to family members and the general public regarding guidelines for enrollment including discussions related to program services offered and eligibility requirements associated. Targeted outreach will focus on youth who currently reside in or attend high school south of Shields Ave. within the Fresno City limits. Outreach efforts will incorporate various communication and recruitment avenues available through community announcements, posting of program flyers and posters, school counseling staff referrals, along with utilizing the Community Bulletin Board, Public Service Announcements, and Public Meeting Forums. Community and School site staff will be advised of the program eligibility requirements, application process, services available, and will be encouraged to provide this information to youth that would qualify and benefit from program enrollment. Program presentations will be made by the Fresno EOC Outreach and Recruitment Specialist at the beginning of the program year advising collaborative partner staff of program opportunities available to eligible youth, as well as throughout the year as requested by either internal or external partners. Presentations will also be conducted to youth through high school graduate focused events, community events, and internal program partnership locations. The Fresno EOC Program Outreach and Recruitment Specialist will utilize internal programs as a major recruitment venue for identifying and serving out of school youth. These venues include Fresno EOC Sanctuary Outreach to the Streets Program and Youth Shelter, School of Unlimited Learning (SOUL) Charter School, Adolescent Family Life Program, Homeless Drop in Center, and the Local Conservation Corps (LCC), and the Street Saints. The Street Saints form bonds with at risk youth during middle school, and then through a FUSD contract maintain these relationships as they attend high school. In addition to all of these programs that have a long and successful history serving youth, Fresno EOC is also a Partner under the Local One Stop Operation Memorandum of Understanding. It will continue to utilize the referral mechanisms already embedded. Specific measures will be incorporated to reach special needs youth groups including homeless, offenders, dropouts, pregnant/parenting teens,

disabled youth, and youth in foster care. These measures will include utilizing the Fresno EOC Runaway and Homeless Youth Programs to identify and recruit homeless youth through their nightly travels throughout specific sectors of Fresno where homeless youth frequent and the Fresno EOC Overnight Youth Homeless Shelter to identify and recruit youth. The Fresno EOC Adolescent Family Life Program will be utilized to identify and recruit pregnant/parenting youth through formally established referral mechanisms and joint orientation sessions to be conducted. Fresno EOC has also elicited the assistance of our Low Income Home Energy Assistance Program and multiple Women, Infant, Children Nutrition Centers in Area II to further extend outreach efforts and provide services to the eligible family members. All of the above referenced partnerships were established because of the multitude of out of school youth ages 16 to 24 who frequent their locations. Collectively all of the programs and entities listed in this section serve in excess of 5,000 youth annually. This potential pool of youth will certainly ensure that Fresno EOC is successful in achieving all outreach, recruitment and enrollment goals. The recruitment process will also look at a career interest inventory for the youth in the program. The program will seek to reduce barriers by addressing issues like transportation and child care. Overall targeted outreach and recruitment activities will be planned in sufficient levels required to facilitate the actual enrollment of services to be provided to a total of **515** in and out of school youth.

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.

Fresno EOC as the current provider of All Youth One System (AYOS) services in the Urban South (Area II) conducts both scheduled and unscheduled group orientations multiple times each week, plus for those interested parties who happen to walk in, we have staff available to provide one on one orientation as needed. The orientations include the script as defined by the FRWDB plus the pre-application information. All activities and expectations, and requirements for completing the academic and work readiness components are outlined in the mandated script. Those interested and suitable for the AYOS services are then offered an appointment to return to begin the eligibility process within the next week. Each of our internal partners also provide orientations as well.

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.

In accordance with OD 03-15-B (Fresno County Title 1 Eligibility TAG), Fresno EOC Program Assistants will be responsible for conducting eligibility determinations on all potential participants. This work will be reviewed by the Fresno EOC Employment and Training Accountability Review Team, that will consist of administrative, programmatic, and management staff to ensure that not only are eligibility criteria met but are also properly documented. Eligibility determinations will be conducted as often as necessary as determined by enrollment goals. As a part of meetings with prospective participants, Academic and Career Advisors (ACAs) will provide a pre-application as part of the Youth Entrance Interview which will be required to be submitted. Once the completed pre-application is forwarded, the Program Assistant will develop an additional individualized list of required documentation that will be sent to the youth along with an intake appointment letter. These documents will be used to verify age, residency, family size, household income, and legal right to work

requirements. Fresno EOC Program Assistants will be responsible for conducting eligibility and the initial assessment of high-risk factors, such as basic skills deficient, pregnant or parenting, homeless, etc. Once a participant is found eligible then the Program Assistant will create a physical file that will be maintained in our locked file room as per OD 06-18 and the control of the file is held by the program assistant who is also the File Security Specialist (FSP). Ineligible youth for WIOA services will be referred to internal and external partners.

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

Upon the initial contact with an interested youth, Academic and Career Advisors engage the potential participant in a Youth Entrance Interview with questions that will assist in determining the participant's needs and commitment to the program. The entrance interview is a two sided conversation, one to ensure that this program is the right fit for the youth in question and two to gage the youth's commitment to following through with the rigors of the program. If the potential participant and the Academic and Career Advisor both are in agreement then the pre-application packet is given to the potential participant and referred to the Program Assistant in the above paragraph.

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).

Basic Skills Assessment (CASAS) will be scheduled by staff during the eligibility determination and certification process at the request of the Academic & Career Advisor. Basic Skills assessments for in and out of school youth will take place on school campuses or in designated neighborhood locations, during regular office hours, evening hours, student lunch periods, and/or after school. Assessment activities will be designed to obtain all basic skills information needed for the completion of the Individual Service Strategy. The Basic Skills assessment for in and out of school youth will include the FRWDB approved CASAS assessment tool. Areas to be assessed will include reading and math proficiency. The Individual Services Strategy will include long- and short-term educational goals, barriers, supportive service needs, timelines, and specific services that will be required for the youth. Based on assessment test results, staff will initially complete the Individual Academic Plan portion of the overall Individual Service Strategy. All Fresno EOC ACA staff are CASAS certified proctors. Career assessments will be scheduled after each participant's successful achievement of Basic Skill/Literacy goals. The Employment Readiness Instructor and/or Employment Readiness Workshop Assistant will conduct career assessments upon the request of the Fresno EOC ACAs. Career assessments (O*net and Work Keys) for all in and out of school youth will take place within two weeks of completing the workshop. Assessment activities will be designed to obtain all career related information needed for the completion of the Academic & Career Assessment Report. The assessment for younger in school and out of school youth will include the utilization of the O-Net Interest Profiler and Work Importance Profiler assessment tools. Assessments for older out of school youth will include the utilization of FRWDB approved Work Keys, which includes the following assessment components: Mathematics, Workplace Document, Graphic Literacy, Reasoning, and Vocational Interest. Based on Career Assessment results, ACAs will continue to develop the ISS as a part of meeting with the youth.

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.

The ACAs will be responsible for the determination of services leading to the co-case management with our internal and external partners creating a comprehensive pathway for the development of the Individual Services Strategy (ISS). The ISS will be a fluid document based on the changing needs and interest of program participants. Updates may be necessary based on performance in workshop, work experience or any other activity geared toward skills development. The intent of the ISS is to develop a plan that will help the youth to further their skills as they seek to secure employment. Using the information gathered during the initial meeting for the ISS, the ACA and the youth will discuss the physical, emotional, and functional aspects of preparing to enter the workforce. Discussion points that are covered in this interview include the participant's personal information, disability status, results from the objective assessment, employment and certificate history, education, results from the career assessments, challenges and barriers, their goals in the program, their future career goals, and a review of the participants current budget.

The ACA's will also conduct the following services with each participant as needed:

- Meet with youth on a regular basis for tutoring, strategizing, counseling, and academic planning and the development of dropout prevention strategies, if necessary.
- Provide counseling and guidance resources to assist youth regarding college majors, admission requirements, entrance exams, financial aid, trade, vocational or technical schools, apprenticeship programs or unsubsidized employment based on their ISS and career direction. We will incorporate input from the education to career model representatives.
- Utilize the Local Market Information (LMI) demand occupation list, career ladders, personal profile reports, career interest and work importance profiles, and conduct in-depth consultative interviews.
- Monitor each youth's progress towards their goals including ongoing discussions about their continued career interests along with making adjustments to the ISS in career focus.

Fresno EOC will provide guidance to all out of school youth at all designated neighborhood locations and in school youth at regular mainstream campuses where 10 or more students are being served throughout Area II. Fresno EOC will refer non-WIOA youth to designated neighborhood locations for counseling and guidance services as needed.

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.**

Fresno EOC will provide the Job Readiness (JR) Workshops incorporating the FRWDB mandated IMAGO workshop curriculum designed to assist youth in not only worksite preparation but in how to engage their peers, communicate with authority figures, develop better work ethics and how to communicate in a professional manner. Fresno EOC will also invite a rolling list of employer guests to present to the youth. It would also enable the youth

to benefit from their dynamic workforce experiences. There will also be field trips to employers to learn first-hand what occurs and how best to prepare for a career. That real world perspective will be balanced with skill enhancements such as Adaptable and Productive Problem Solver where participants develop skills in collaboration, organization, systems and critical thinking. The workshop group will work together on collaborating as a functional unit spending time on teamwork, empathy, communication skills and most importantly on listening skills. The group and facilitator reconvene for a second week of courses building on the soft skills learned the previous week. These courses include: Responsible and Ethical Decision Maker in which the class explores engagement, fairness and judgment, values and attitude and above all self-control. The group then moves into the Life Skills and Personal Development components where as a group they work on how they present themselves to others, goal setting and team work. The course focuses heavily on the soft skills but ends with the development of a resume. The Fresno EOC JR Workshop listed above is provided to all in and out of school youth. Exposure to a variety of innovative experiences is a program strength.

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.**

Fresno EOC has an aggressive outlook on providing work based training/occupational learning opportunities. We lead the youth through the FRWDB Youth Customer Flow which allows for work based training/occupational learning for each youth upon completion of the eight day job readiness workshop. Most of the youth in Area II are from multigenerational under or unemployed families where going to work every day may not be the norm. As such we maximize the opportunity to provide work based training and wage earnings to these youth. The Program Assistant III is the primary person responsible for identifying appropriate work sites, matching youth to those opportunities, completing contract and training agreements, setting up payroll information, providing supervisor/participant orientations, picking up time and attendance records and monitoring participant progress on a bi-weekly basis to ensure training is being provided in accordance with the training agreement established. Fresno EOC maximizes its joint partnerships with organizations that allow opportunities in industries like healthcare, construction and trades, manufacturing, logistics and distribution, and Information Technology. Academic & Career Counselors routinely emphasize these industry categories and assist with navigating customers towards careers within these fields. In order to ensure that the 20% work experience expenditure goal is met, Fresno EOC has established weekly management forecasting meetings where actual expenditures are reviewed, and planning additional work based training/occupational learning opportunities is conducted.

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.**

The Fresno EOC Academic and Career Advisors (ACAs) will, as a part of the electronic career interest inventory and assessment process, evaluate the strengths, attributes and interests of youth to determine appropriate career paths and required skills. They will encourage youth to consider entry into the FRWDB identified demand occupations (healthcare, construction trades, manufacturing/water technology, and logistics and distribution). Once required occupational skills are identified, low or no cost skills training opportunities will be provided by the appropriate training provider (LCC, VAC, Fresno Adult School or State Center Community College District) through referrals by ACA staff based on youth training needs. LCC and VAC have direct relationships with local Unions and Apprenticeship Programs who are committed to hiring youth who complete training successfully. ACA staff have experience in working with these institutions. These partnerships are part of the **Education to Career Collaborative Service Delivery Model**. One of the ways we will guide youth into low cost and/or no cost training with local adult schools and community colleges will include facilitating scheduled ACA and youth visits to these institutions with overviews of training opportunities. Additional low/no cost training opportunities developed under this proposal include Fresno EOC's Transportation Department Class B License preparation training. This training has been developed in alignment with hiring needs in the Fresno EOC Transportation Department. Fresno EOC also hires numerous training graduates through our Solar Installation/Weatherization contract. Our Food Services division also provides training in Food Handling. All trainings provided are recognized certificated 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.

Fresno EOC staff will follow the Operational Directives and Policies of the FRWDB and will be assisted by the Fresno EOC Employment and Training Accountability Review Team (ART). ACAs will ensure that participants follow the appropriate customer flow requirements for both in-school and out-of-school youth. The participants will be instructed on the soft skills in the Job Readiness and Interview Preparation Workshops. If continued job readiness skills upgrades are necessary, we will make arrangements to enroll the youth in online courses focused on soft skills development. The established FRWDB customer flow also offers career exploration opportunities developed by the Business Account Specialist where the youth can get hands on soft skills needed to further develop employment readiness. If specific industry training is needed as determined by the ACAs, BAS and the youth, courses will be offered by one of our educational partners or Workforce Connection's One-Stop Eligible Training Program List (ETPL). If a participant does not meet the academic requirements for a specific occupation, remediation tutoring is set up with the youth. If a youth's initial career goal is something that is not necessarily obtainable, then we address the occupational goal by looking at the career ladder for that industry and discuss focusing on an introductory rung of the ladder that the youth may be able to continue to grow in that career field. Constant communication is key to building up a trusting rapport between staff and the youth we serve.

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

For youth needing assistance with returning to high school or accessing alternative education, ACA staff will evaluate their academic needs and assist with referrals and enrollment into the appropriate educational program. Fresno EOC has an established linkage

with all mainstream high schools in the districts. This linkage provides for expedient referral of youth drop outs back to secondary education. For youth not traditionally successful with mainstream education, Fresno EOC will provide alternative education opportunities. Fresno EOC has operated the School of Unlimited Learning (SOUL), serving youth 13-19, for almost 19 years. This unique school provides enhanced one-on-one instruction and various project-based activities which successfully re-engage younger youth with education. The Youth Build Charter School, serving youth 18-26, has been operated by Fresno EOC for the past eight years providing one-on-one instruction to older youth coupled with exposure to the world of work through internship and career exploration. Both of these programs will be utilized to further assist youth with returning to and completing secondary education. This integrated approach is part of our **Education to Career Collaborative Service Delivery Model**.

- 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.

Our staff are quite fluent in the services provided by the other One-Stop Partners/Service Providers, FRWDB Board, the community at large, and through Fresno EOC's wide network of programs and services. Through linkages, Fresno EOC routinely provides information and the full array of services offered during the orientation session held at the beginning of the program. A formal referral system has been established with partners that include an electronic referral, notification of scheduled appointment and acknowledgement of enrollment or co-enrollment of youth referred. Fresno EOC is a national partner of the US DOL YouthBuild consortium, offering vocational and educational skills to 18-24 year old youth in Fresno County and operates two Charter High Schools serving youth populations. Additionally, Fresno EOC is an integral partner in the provision of services in alignment with job opportunities within High Speed Rail work being conducted locally. Most recently Fresno EOC has launched our pre-apprenticeship training program through Valley Apprenticeship Connections, which has a 95% placement rate with an average wage of \$24 per hour.. The Area II Youth Services Program being proposed has a direct partnership with all service strategies highlighted above.

- 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.

As a part of managing the post-exit caseload, the staff will be required to contact, by telephone or letter, post-exit participants on a weekly basis for a 12-month period to ensure continued educational and career advancement is being achieved. As contacts are made, staff are required to document in the post-exit files the results plus any changes to contact information. If issues are noted, the staff will be required to notify the originally assigned ACA who will then be responsible for any required resolution such as additional job placement services, post-secondary school counseling, and counseling for Financial Aid. This process will also be reviewed by the EOC Accountability Review Team (ART).

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.

Fresno EOC, in collaboration with community partners, proposes to provide both directly and indirectly all year-round youth services identified within the Scope of Work and the fourteen (14) required program elements through our newly developed **Education to Career Collaborative Service Delivery Model**. Under this collaborative model all Fresno EOC youth serving programs focus all consolidated resources on triaging the needs of participants at entry points into entry/engagement centers. These programs have established co- case management meetings held weekly to discuss caseloads, needed services for youth served and resources available through each partner representative. Internal Partners have established scheduled rotational staff presence at each site, including the Valley Apprenticeship Connection, AFLP, SOUL, Street Saints, LCC and more to interact with youth populations served; develop staff to staff peer professional relationships and create a comprehensive community of internal collaborative practitioners unified in the holistic provision of services to youth jointly served. Services that will be provided include outreach/recruitment, orientation/information and referral, program specific eligibility, case management, various basic/objective assessments, alternative education, work preparation classes and job readiness workshops, career exploration and planning, exposure to post-secondary opportunities, work experience, project-based training, occupational training, job placement assistance, support services, and follow-up and retention services. This service delivery system is predicated on shared resources, funding and expertise. All services are geared to collaboratively facilitate the participant's achievement of education, career readiness, long-term employment and self-sufficiency objectives which are in alignment with all performance guidelines.

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.

Fresno EOC has established our new **Education to Career Collaborative Service Delivery Model**. Under this model all Fresno EOC youth serving programs focus all resources on triaging the needs of participants at entry points throughout the agency. These programs have established co- case management meetings held weekly to discuss caseloads, needed services for youth and resources available through each partner representative. We utilize the FRWDB approved Release of Information so the youth can consent for the various programs. We also partner with the career and guidance counselors at each school site where we have youth engaged. We also work closely with our sister providers within the AYOS system to ensure that the location of service delivery suits the need of the participant and we share potential participants based on the individual's request.

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.

Over the past three years Fresno EOC has evolved from a program that served 65% in school youth to a program that consistently serves over **80%** out of school youth. Our staff have strong ties to the out of school youth community and an extremely strong network of internal programs that serve a predominantly out of school youth population. This network was the nucleus for forming the Education to Career Collaborative Service Delivery system. Under this system the internal partnership serves over 5,000 out of school youth annually. This partnership will be jointly responsible for identifying youth served who have additional needs, interests and challenges that

can be addressed through co-enrollment into the Area II youth services program. We will enroll 80% out of school youth in order to ensure that a minimum of 75% of all participants served will be OS youth.

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.)

Fresno EOC is a strong partner with State Center Community College District and is a significant partner in the West Fresno expansion of Fresno City College. We utilize the college's current vocational training offerings and have staff on Reedley College's Industrial Technology Advisory Board. We utilize the Eligible Training Provider List to refer participants to the career training of their choice. As a result of efforts undertaken Fresno EOC has developed formal relationships with businesses representing construction Trades/Union Apprenticeship programs, Solar Installation, Retail, Food Services, Logistics and Information, Manufacturing, Health Services, and Weatherization. All of these businesses have committed to and have hired our youth. Our Business Account Specialist is required to maintain a list of all employers with whom we have established working relationships. That list consists of 250 local employers that trust our systems and regularly hire our youth into demand occupations. There will be a jointly developed employers' roundtable facilitated by the partner programs that serve youth. As new employers are identified & relationships established, this list is updated. This list is reviewed by management on a monthly basis and shared with ACA staff who in turn use the information to prepare customers for career goals established. The Business Account Specialist is also required to conduct routine visits to all established business partnership locations to update employers on additional resources available through the program and Business Services Center, thereby fully serving their needs and ensuring continued opportunities for employment of program youth. Our BAS runs our weekly job club where the youth meet to receive job leads, interact with employers, network with each other on their experiences, get a refresher for interview skills, update resumes, and use the computers to apply for positions online.

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**

Fresno EOC is entirely familiar with all prescribed performance outcomes having operated FRWDB funded youth service programs over the past 36 years and WIA/WIOA programs the past 20 years. The Fresno EOC Education to Career Collaborative Service Delivery System was created to ensure participant achievements in alignment with prescribed performance outcomes under the WIOA. Through co-case management meetings held, the sharing of staff, resources, services and funding, Fresno EOC will ensure the required levels of performance outcome success. Fresno EOC has designed an internal performance management system that conducts weekly performance reviews of FRWDB reports and analysis tools generated through JTA (and future Cal Jobs) performance system along with conducting future forecasting placing a priority on required performance outcomes under WIOA. These weekly meetings include discussions related to challenges, issues and deficiencies identified through reports generated and the development of performance outcome

corrective action plans with the assistance of the Fresno EOC Accountability Review Team. These plans are then implemented on a staff level through weekly meetings held with management and routinely following up with staff related to progress realized as a result of implementation.

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

Fresno EOC has established weekly management performance review sessions where the FRWDB Key Results Area (KRA) Reports are generated and reviewed. These sessions allow for analyzing current trends and issues while forecasting additional positive attainments and outcomes. The Accountability Review Team (ART) will then shares this information with staff during weekly operations sessions to prompt any needed adjustments.

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

Fresno EOC has over 36 years demonstrated timely and accurate reporting for financial and operational reporting in workforce programs. In order to ensure that financial reports are submitted as requested, an assigned program accountant is responsible for the preparation of the reports in accordance with the FRWDB direction. Currently, this role is filled by an Accounting Supervisor who has 29 years of experience with escalating levels of responsibility within the Agency. In the event back-up coverage is required, the Accounting Supervisor's duties are filled by the other Accounting Supervisor. Both Accounting Supervisors report directly to the Financial Officer who maintains a log of all financial reporting deadlines to ensure that they are met. The deadline for the financial reports is the fifth working day following the close of the prior month.

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**

Fresno EOC has developed and adopted the **Education to Career Collaborative Service Delivery Model** to provide a comprehensive array of quality services to eligible youth. This model includes the provision of co-case management meetings held weekly to discuss caseloads, needed services for youth. Beyond the internal programs, EOC also works with Fresno Prep, State Center for Community College both in the degree programs and vocational education. In addition the program works with all high schools south of Shields, including Edison, Roosevelt, Fresno High and Sunnyside. Fresno EOC also has strong relationships with both the Fresno and Central Unified and School Districts and the Fresno County Office of Education. Fresno EOC also operates two charter schools and works with other one stop partners to reduce the possibility of duplication of efforts.

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

Fresno EOC has had an extensive working relationship with the Fresno and Central Unified School Districts, Fresno County Office of Education, Fresno City College, California State University of Fresno, local vocational training schools and apprenticeship programs. These relationships span a thirty-year period and have become a mainstay in our ongoing provision of services to youth and families within Fresno County. We have used these relationships to foster educational achievement and advancement. Additionally, Fresno EOC operates the first Charter School established within Fresno (the School of Unlimited Learning), which

has equipped the agency with first-hand knowledge of educational requirements and resources.

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

In accordance with OD 23-07 (Fresno County Title 1 Eligibility TAG), Fresno EOC Program Assistants will be responsible for conducting all eligibility determinations on all applicants. Only those youth found eligible and basic skills deficient will be considered for program enrollment. Eligibility determinations will be conducted as often as necessary as determined by enrollment goals and volume of interested youth. Program Assistants will conduct in school and out of school youth eligibility determinations at designated youth program sites and high schools where ten or more youth are being served. As a part of preliminary individual and group meetings with the prospective customers, Program Assistants will provide a pre-application required to be completed. Once the completed pre-application is forwarded back, the Program Assistants will develop an additional individualized list of required documentation that will be sent to the youth along with an intake appointment letter. Youth will be asked to bring all the documents with them to the intake meeting. These documents will be used to verify age, residency, family size, household income, and legal right to work requirements. Program Assistants will be responsible for conducting eligibility and the initial assessment of high-risk factors, such as basic skills deficient, pregnant or parenting, homeless, etc. Those youth found ineligible for WIOA services will be referred to internal and external partners for non-WIOA service opportunities depending on individual needs.

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

As a former Workforce Connection service provider, Fresno EOC was a member of the task force that developed the strategy and information accessibility associated with the Career Ladders tools. Since its inception Fresno EOC has been directly promoting the Career Ladders tools representing the following occupational categories: Healthcare, Construction and Trades, Manufacturing/Water Technology, Logistics and Distribution, and Information Technology. Business Account Specialists and Academic & Academic and Career Advisors routinely emphasize these industry categories and assists with navigating customers towards careers within these fields. Fresno EOC has aligned its job development and job creation efforts specifically in these areas through consultation/counseling and, thus, has been responsible for the placement of approximately 500 individuals into occupations within high demand, high wage industries over the past five years. Fresno EOC's Local Conservation Corps trains at risk youth for careers in the construction trades and renewable energy through its recycling, solar installation, and PG&E programs. Fresno EOC also hires individuals in entry-level positions within the Logistics, Distribution and Automotive Technology fields through our transportation division. E&T Assistant Director Patrick Turner serves on the Reedley College Industrial Technology Advisory Board.

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

Fresno EOC continuously expands its base of employers offering employment opportunities in the high growth, high demand industry sectors. Our Business Account Specialists meet regularly with local businesses, business groups and economic development catalysts either at their business or in industry related focus groups to dialogue about employer needs and the future growth in the labor market. As a result of this ongoing effort and the efforts of our internal partnership, Fresno EOC has been successful with establishing a list of over 250

employers who are committed to hiring youth under the Area II youth services program. A small sample of employers who have hired and continue to be committed to hiring our program youth include the following; *Beauty Systems* (logistics & distribution positions), *Golden Living Center* (health related positions), and *Netifim* (manufacturing). One of the fastest rising local high growth, high demand Industry Sectors is Construction Trades. As such Fresno EOC has developed a fairly extensive Construction Trades employment network committed to hiring our program youth. This list includes formal commitments from the Glazier Council #16, Laborers Union # 294, Plumbers Union # 246, Laborers Union # 67, Cement Masonry Union, and Plasterer Union # 300. The positions under these commitments include salaries ranging from \$19.93 per hour to \$50.00 per hour. Collectively these efforts have been responsible for establishment of accounts with approximately 30 local employers and the placement of approximately 500 individuals into occupations within high demand, high wage industries over the past five years. Additionally, Fresno EOC, through its Weatherization programs provides training in the renewable energy field through solar installation and other alternative energy systems. Fresno EOC regularly hires training graduates for positions within the Weatherization programs. Finally the Fresno EOC Board and Agency has realigned its mission and vision statements to focus on economic development, entrepreneurship and job creation. Fresno EOC has committed itself to being a catalyst for new industries by supporting business growth through capital venture investments from our Access + Capital Program by creating a launching platform for small business incubation and expansion throughout Fresno. The Access + Capital Program is also directly linked to the Area II youth Services Program outlined in this proposal to further the provision of additional employment opportunities to youth customers served.

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 In and Out of School Youth Program recruitment is conducted throughout the entire program year. With a potential customer base of over 5,000 youth, the funds allocated by the state to this local Workforce Investment Area only allow enrollment of a fraction of the potentially eligible group. These factors create a consistent demand for services which ensures that Fresno EOC continues to have a pool of interested youth. Caseload counts are determined by the ebb and flow of customers entering and exiting the program. Fresno EOC's Accountability Review Team (ART) meets regularly to review current performance and forecast future outcomes based on data extrapolated from the State's Cal Jobs system. Management also reviews the caseload summary reports submitted by each Academic & Career Advisor to determine current caseload size and to account for projected exits. This information is updated and referred to as additional enrollments occur in order to assign cases proportionately and ensure required caseload ratios are maintained. The balancing of positive and negative exits will be managed by the Academic & Career Advisors who are required to submit all positive and negative outcome closures to management for final approval. Management then reviews closures submitted to ensure appropriateness and alignment with performance goals.

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

Developing a caring/trusting rapport with our participants is our primary strategy for maintaining contact. This is done a variety of methodologies including home visits, text messages, phone calls, letters, and reaching out to others in the community if the more traditional elements of staying in touch have been unsuccessful. By establishing this trust and demonstrating that we care, ACA staff are able to guide, encourage and facilitate youth engagement in all prescribed activities. This trusting relationship also allows the continued building of skills with each youth until they are able to find and retain work, enter a post-secondary education, or other advanced training beyond WIOA. We are available during non-traditional hours and provide additional wraparound services as dictated by need through our internal and external partners along with leveraging other funds to assist in the youth's stability.

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.

As a part of managing the post-exit caseload, the staff will be required to contact, by telephone or letter, post-exit participants on a weekly basis for a 12-month period to ensure continued educational and/or career advancement is being achieved. Where possible, staff will also reach out via email and text. As contacts are made, staff are required to document in the post-exit files the associated results plus any changes to contact information including telephone number or address if the client has relocated. This is done a variety of methodologies similar to those utilized with current program participants including text messages, phone calls, letters, and reaching out to others in the community if the more traditional elements of staying in touch have been unsuccessful. By establishing this trust and demonstrating that we care, ACA staff are able to guide, encourage and facilitate youth engagement in all prescribed activities. The broad resources and personnel available to us including through our networks that we will be able to remain in contact with our program youth.

Provide a clear, concise response to each of the items listed below. Keep responses brief and use quantifiable measurements whenever possible.

1. Describe your previous experience in managing successful programs providing workforce development services to youth (minimum two (2) years' experience within the last five (5) years).

Over the past 36 years, Fresno EOC has successfully operated and managed workforce development programs for youth, the last 18 years as the WIOA provider. Additionally Fresno EOC has been building economic self sufficiency for youth through employment and training for the last 55 years. Starting in 1965, the Agency has systematically developed a network of focused employment and training programs that now serve over 10,000 youth and adults each year. Over the past two years Fresno EOC has established our new **Education to Career Service Delivery Model**. Under this model all Fresno EOC youth serving programs focus all resources on triaging the needs of participants at various entry points within the agency that provide services to youth . These programs have established co- case management meetings held weekly to discuss caseloads, needed services for youth served and resources available through each partner representative. Internal partners jointly seek funding to establish needed additional ancillary services and resources. This system has developed a flexible high school credit based service strategy incorporating a career technical education format utilizing various assessments (personal, family, academic, and career), counseling/guidance, social/life skills development, incremental incentives, career exploration activities, career preparatory/soft skills development activities, community service projects, educational classes articulated with work based activities, and career focused certificated training opportunities. Internal Collaborative Partners have established scheduled rotational staff presence at each site to interact with youth populations served; develop staff to staff peer professional relationships and create a comprehensive community of internal collaborative practitioners unified in the holistic provision of services to youth jointly served. Fresno EOC Education to Career Service Delivery Model has a singular vision to comprehensively engage youth and facilitate their transition towards personal empowerment and eventual self-sufficiency. Key current employment, training, and youth programs successfully operated by Fresno EOC for a minimum of two years within the past five years include the following:

Urban South Youth Services Program -- Through the FRWDB funded Urban South Youth Services Program, Fresno EOC provides services that will engage or re-engage youth, ages 14 through 24, in their pursuit of high school graduation, entry into advanced training, post-secondary education or employment and encourage them to become positive, contributing members of society. The goal of the program is to seek out and serve youth who have or are at risk of dropping out of school due to personal and academic related issues, providing the services necessary to assure they stay in school, increase their academic competencies, graduate from high school, and pursue a productive career. Fresno EOC has successfully served on average 440 youth annually for the past five years under this program.

Sanctuary Youth Project -- In response to broad community demand to develop necessary services for children who were not being served, or were underserved, Fresno EOC created the Sanctuary Youth Center and Shelter. Over the past 21 years, this project has become the community's only sustained long-term program addressing the needs of at-risk, runaway, homeless and in-crisis youth whose problems are preventing them from succeeding in mainstream society. A youth crisis shelter is accessible 24-hours per day, seven days a week to walk-in traffic, or by referral. The Sanctuary is the only available shelter for non-system youth in the seven counties representing Central California. Individuals must be non-

delinquent, between the ages of 11-17 years, on the streets without a place of residence due to voluntary homelessness (runaway) caused by familial conflict or crisis, or general homelessness, and/or emotional crisis that requires temporary shelter. The Sanctuary continues to provide shelter to more than 800 runaway/homeless children annually.

Sanctuary Outreach to the Streets, has the primary focus of finding youth 11-24 years old, who are living in motels or on the street, and are at high-risk of becoming victims of sexual predators. The team delivers food bags each night to youth who are hungry and in need of services. They also receive clothing and hygiene supplies, transportation for medical care, case managed interventions, and efforts to move them from the streets to a safe place. Additionally, the program offers pro-social developmental activities and positive adult role modeling and mentorships.

The Sanctuary SafePlace Project, the public outreach component, promotes shelter through the active participation of local businesses that become shelter access points to over 10,000 youth annually. SafePlace maintains nearly 60 MOU's and 360 sites with local businesses and governmental entities including all city buses and parks, Wal-Mart and Circle K stores, all urban Fresno Boys and Girls Club sites, and all five City Neighborhood Resource Centers.

School of Unlimited Learning (SOUL) -- SOUL, the first charter school in the Fresno Unified School District, continues its success (reaching 300 youth annually) with the ongoing involvement and support of the Fresno County Probation Department, Juvenile Court, and County Office of Education, FUSD, County Human Services and at-large community representatives. The school continues to evolve and grow with an emphasis on a career focus.

Adolescent Family Life Program (AFLP) -- AFLP maintains a monthly record of case managed service to more than 110 young adolescent mothers. The AFLP operates well above its program service goals ensuring the provision of State AFLP and Cal-Learn Program services to these teen parents. AFLP operates through a contract with the California Department of Public Health, Maternal Child and Adolescent Health Division.

Local Conservation Corps (LCC) -- Formed in 1993, Fresno EOC's Local Conservation Corps (LCC) recruits economically disadvantaged youth ages 18-26 with the purpose of developing character, work ethic, discipline, education attainment, job skills, civic awareness, preservation and maintenance of our natural environment, and cooperation and respect for others. The LCC work portfolio specializes in construction, grounds maintenance, recycling, disaster preparedness, micro-enterprise development, and customer service. All corps members are required to co-enroll in an academic program concurrent to their full time enrollment in skill-building work projects. Those lacking a high school diploma enroll in Fresno EOC's Youth Build Charter School offering classes at the LCC site. High school graduates enroll in college classes, such as Math, English, and Personal and Career Management, some offered by Fresno City College at the LCC site. Dual enrollment is offered at Fresno City College and Reedley College. Case management services are provided to all corps members to assist with job preparation, academic support, advocacy, and emotional support, as needed. All corps members are also concurrently enrolled in AmeriCorps allowing them to earn an education award of up to \$2,215 toward their continuing education and training.

Valley Apprenticeship Connections (VAC)

Formed in 2016, Fresno EOC's Valley Apprenticeship Connections (VAC) prepares program participants to meet the requirements of the construction industry. The program is 12 weeks in duration and delivered in a construction boot camp style. Students who successfully complete the program receive apprenticeship certifications in the following areas:

- OSHA 10
- First Aide CPR
- Confined Space
- Flagging
- Workplace & Traffic Safety

The program employs an evidenced based, cognitive behavioral therapy approach into the program design. Thinking for Change, a *U.S. Department of Justice/ National Institute of Corrections* curriculum is used. VAC Administrative Staff is certified in the use of the Ohio Risk Assessment System (ORAS) and incorporated the *University of Cincinnati Corrections Institute* “Community Supervision Tools,” a well-developed evidenced based assessment tool that is specific to the offender population. The High Risk areas are reviewed with the offender and equip VAC staff with information to support, counsel and monitor to help the offender from re-offending. The VAC has well established working relationships with State Parole and conducts outreach behind the walls of the local prisons in our area. VAC staff attend the PACT meetings at the State Parole Office and receive a number of referrals from CDCR-Parole Agents and County Probation Officers. The VAC target populations include: individuals that are basic skills deficient with a 3rd grade levels in Reading and Math and/or lacking a High School Diploma or GED, minorities, women, veterans, parolees, probationers and those exiting various substance abuse treatment programs, i.e. day reporting centers, residential facilities or residing in sober living environments.

Fresno Street Saints

Fresno Street Saints was created in 2002 with a mission to restore southwest Fresno to a safe and healthy community. This is being accomplished by making new connections between programs and people, while restoring the families and neighborhoods to health and safety. Fresno Street Saints is changing the way business is conducted in the community – holding itself and others to a higher level of accountability and impact. It became a part of Fresno EOC in 2014 with a goal to provide programs that encompass all aspects of the lives of youth. Collaborating with community partners, Fresno Street Saints have developed inter-related programs to build resiliency into the lives of youth by promoting healthy choices in education, social environments, family and employments. Programs are also designed to integrate, empower and train community residents to provide program leadership.

2. Describe your previous experience in administration and fiscal management of federal funds.

Fresno EOC, a nonprofit 501(c)(3) organization founded under the Economic Opportunities Commission Act of 1964, is Fresno County’s designated community action agency. Fresno EOC has grown steadily over the last 53 years to meet the challenges of a region beset by swelling population pressures and seemingly unabated need, to become one of the nation’s finest models for innovative, effective economic and community development. Fresno EOC administers approximately 30 different programs which receive funding from at least 59 differing funding sources (including Federal funds) over 54 distinct funding periods. As seen in the audit report, Fresno EOC has managed an average of \$79.3 million in Federal funding per year for the fiscal years ending 2016, 2015, and 2014. Federal funding, as a percentage of total agency revenue for these same years has been consistently around 74%. Fresno EOC’s annual single audit reports have consistently had no audit findings or questioned costs. Following is listing of the top five sources of Federal funding for Fresno EOC in fiscal year 2016:

| Funding Source | Amount | Percentage of total Federal Funding |
|--|---------------|-------------------------------------|
| U.S. Department of Health and Human Services | \$ 41,883,346 | 53.52% |

| | | |
|--|---------------|--------|
| U.S. Department of Agriculture | \$ 28,071,033 | 35.87% |
| U.S. Small Business Administration | \$ 3,041,656 | 3.89% |
| U.S. Department of Housing and Urban Development | \$ 2,558,086 | 3.27% |
| U.S. Department of Labor | \$ 1,254,404 | 1.60% |

Fresno EOC's Finance Office is comprised of approximately 20 employees with a half dozen CPAs and assumes the fiscal responsibility for the Agency. The Finance Office has developed an Accounting Policies and Procedures Manual and, operating within its guidelines, has managed not only to safeguard the Agency's assets, but also has provided sound, fiscal advise in the achievement of the Agency's objectives. The agency has a healthy fund balance that insures stability in potentially adverse and trying economic times.

3. Describe the type of funds you will provide for stand-in and indicate whether you will provide monthly stand-in reports from non-federal funds, or a quarterly bank statements and a letter.

Fresno EOC will be utilizing non-federal discretionary funds as stand-in and will be providing quarterly Bank Statements.

4. Describe your staff development plan that ensures your older youth staff has the knowledge to effectively outreach to the healthcare, trades, manufacturing/water technology, government, and logistics/distribution industry sectors .

Fresno EOC has assembled a team of highly skilled and knowledgeable Business Account Specialists and Academic and Career Advisors who jointly work to identify and recruit employers and establish employment opportunities within the following industries: Healthcare, Construction and Trades, Manufacturing/Water Technology, and Logistics and Distribution. Joint meetings are held regularly to discuss these industry sectors and the associated employment requirements. Our BAS and staff from the FRWDB Business Services Center communicate regarding sector strategies and hiring opportunities for the older youth that we serve. The Accountability Review Team (ART) also provides ongoing training to staff utilizing employer representatives from each industry sector listed above. The program will also engage local manufacturing alliances and local chambers of commerce.

5. Describe your internal processes to ensure your staff is knowledgeable in local policies, directives and procedures at all times.

As a center point for the receipt and dissemination of local policies, operational directives and procedures, the Director and Assistant Director provide clarity to staff pertaining to questions by either soliciting answers from FRWDB staff or through careful contractual analysis and consultation with other managers and stakeholders. The Director, Assistant Director and Program Supervisor also provide training and instruction to Fresno EOC staff regarding new policies, directives or procedures through weekly staff meetings or, if warranted, through immediate emergency training sessions. Staff are then required to maintain all policies, procedures and directives both in hard copy and electronic file on their personal computers. Fresno EOC has also created a complete operational manual, which is readily available to any and all staff for reference. New staff receive training relevant to program policies and procedures immediately upon hire and are familiarized with the operational manual and other relevant program materials. Also to ensure compliance,

management will be creating a cross trained Accountability Review Team (ART) that will consist of administrative, programmatic, and management staff to ensure guidelines and rules are properly implemented

6. **Describe your strategy to motivate your staff and keep them actively engaged.** Fresno EOC empowers its staff to work collaboratively rather than individually. By implementing a system in which staff are active and participatory advisors, Fresno EOC has been extremely successful in creating an atmosphere of teamwork. As a result, Fresno EOC staff understand and embrace the concept and intent of both the Agency and program mission statements. Leadership at Fresno EOC strives to develop a workplace that is conducive to high productivity and morale of our employees and the success of our customers.

7. **Describe your internal quality assurance processes, specifically continuous improvement, contract compliance, accurate data entry, performance management, quality systems management review, document control, and process compliance. Describe how you will incorporate local quality assurance processes and performance management processes to comply with FRWDB policies and directives (found at www.workforce-connection.com).**

Fresno EOC will coordinate and be responsible for provision of program services, monitoring activities and participant files, ensuring compliance with performance standards, including fulfilling follow-up and retention services, both internally and with collaborative partners, and acting as fiscal agent performing all associated responsibilities. Fresno EOC is fully experienced and knowledgeable of the locally established performance management and process compliance requirements developed and implemented as an effective and efficient system for tracking and monitoring activities to achieve mandatory program performance standards. This system tracks customers from enrollment through termination. Fresno EOC and collaborative partners will utilize a plan for continuous improvement and internal performance assessment. This plan includes full participation in FRWDB sponsored participant satisfaction surveys, administering internal customer satisfaction surveys, and regular system evaluation by the Program Supervisor with reports forwarded to the Director and Assistant Director. The Program Supervisor randomly samples procedures at a micro level by evaluating a component of a procedure to ensure detailed compliance. Evaluating components, in addition to overall procedures and policies, allows for the development of real-time trends and ensures a rapid response to those trends. Additionally, Fresno EOC has developed our own internal work flow of activity; ISS, service code/data entry, and case note documentation responsibilities. As a result of this re-design, the flow of work will be equally distributed which should significantly reduce and eliminate any potential challenges associated with FRWDB mandated data control and process compliance. This new re-design includes. Specific staff being responsible on a rotational basis to act as the primary responsible entity to carry out all functions associated with an assigned activity for all participants scheduled to take part in that specific activity during the assigned period of the rotational assignment (this also includes timely entry of all data associated)

8. **Describe the method you will use to evaluate your staff's performance. Include all factors in addition to WIOA outcomes.**

Fresno EOC management utilizes a Key Result Area inspired evaluation instrument. This document is modified to meet the requirements of the employee's job description and duties

assigned under that classification. Management has discerned how the individual categorical job responsibilities align with the overall WIOA mandated performance categories using an internal report summarizing where each participant is in the flow by ACA, and individual evaluations directly correspond with those requirements. Requirements include a monthly benchmark of enrollments, work experience referrals, credentials earned and progress with academic skills upgrades. This evaluation is geared to be a learning tool for staff as they become more proficient in their craft. For those with issues that must be addressed, the evaluation may be used as a tool for outlining a disciplinary plan of action and correction. Staff performance evaluations are completed at least annually, or as needed to address specific circumstances.

9. Provide your management staff to direct line staff ratio. Describe how you will ensure that an appropriate management to direct line staff ratio is maintained to ensure the number of direct line staff is adequate to provide appropriate services to WIOA enrolled youth.

Under this proposal Fresno EOC will maintain an average of 7:1 staff to supervisor ratio for the WIOA Program. Fresno EOC management is flexible in upgrading the staff to manager ratio if the circumstances and funding warrant. Fresno EOC always strives to seek alternative funding solutions in order to avoid staffing reductions and is typically successful at leveraging other resources so as not to negatively impact the provision of direct services.

10. Describe your agency's ability to effectively manage and account for the expenditure of financial resources.

Fresno EOC's Finance Office will be responsible for the accounting of expenditures of financial resources in partnership with the program staff. Fresno EOC utilizes a computerized accounting system, Financial Edge, in a networked environment which is administered by the IT Office. This software tracks expenditures by function with a four digit account number (such as rent, office supplies, etc.) and program and funding source with a five digit project code. Monthly program reports are prepared from the detailed general ledger and submitted to various funding sources, as required. The monthly reports are prepared by a Program Accountant, reviewed by a fiscal supervisor, and approved and signed by the Financial Officer. Internal financial reports are prepared monthly to monitor actual expenditures against the budget. On a rotating basis, these reports are provided to Executive Leadership and to the Fresno EOC Board of Commissioners, through the Finance Committee. Appropriate corrective action is taken as required to ensure that programs operate within budgeted amounts. Finance staff are all qualified for their positions as they hold degrees in accounting or related fields. Finance staff includes four certified public accountants (CPA), a certified payroll professional, and a certified accounts payable professional. Additional oversight is provided by the agency's Internal Audit Office. Fresno EOC has not had any findings in its financial monitoring reports from FRWDB in its current and four prior contract periods dating back to fiscal year 2013-14.

11. Describe your internal payroll and program processes for ensuring that the maximum hours per Work Experience contract does not exceed the maximum allowed and that total Work Experience expenditures meet the 20% mandated Work Experience requirement.

In addition to the monitoring completed by the program staff, our Finance office monitors the contract hours as the work experience participant's time is processed through the bi-weekly payroll process. Reports from payroll are provided by each paid individual which includes the total hours worked, wages, payroll taxes, and relevant fringe. The responsible

Accounting Supervisor then combines these reports by individual as the contract period is worked. Once the contract is completed, the cost is reconciled and billed. As time sheets are picked up and delivered to the Central program office, the PA III is responsible for recording all hours worked per individual youth on the payroll grid which also shows the balance of hours yet to be worked. A copy of this grid is then forwarded to program management who in turn review the grid against the work experience contract maximum. Management also runs and reviews the FRWDB Customer Pool Reports which provide up to date accurate data associated with available funds, reserved funds, pre-encumbered funds, paid amounts, and current budget amounts. After reviewing this report, management then initiates any required corrective action to ensure we meet the 20% mandated Work Experience Requirement.