

## Exhibit B

Contract number	321-201
Program Year	2021-2022
Funding	Adult
Modification #	0

<b>Name of Agency</b>	<b>Arbor E&amp;T, LLC dba Equus Workforce Solutions</b>
<b>Name of Program</b>	<b>Title I - WIOA Adult Program</b>

<b>Line Item</b>	<b>Operational Budget Summary</b>	<b>Admin</b>	<b>Basic Career Services</b>	<b>Individualized Career Services</b>	<b>Follow-up Career Services</b>	<b>Total Agreement Amount</b>
1	Staff Salaries	\$79,775	\$186,513	\$1,023,888	\$92,175	\$1,382,350
2	Payroll Taxes	\$8,627	\$20,169	\$110,723	\$9,968	\$149,487
3	Fringe Benefits	\$8,855	\$20,703	\$113,652	\$10,231	\$153,442
4	Operational Costs	\$7,914	\$18,502	\$101,570	\$9,144	\$137,129
5	Indirect Costs (cannot exceed 7%)	\$7,362	\$17,212	\$94,489	\$8,506	\$127,569
6	Profit (cannot exceed 10%)	\$11,253	\$26,310	\$144,432	\$13,002	\$194,998
<b>7</b>	<b>TOTAL FUNDING</b>	<b>\$123,786</b>	<b>\$289,409</b>	<b>\$1,588,753</b>	<b>\$143,027</b>	<b>\$2,144,975</b>

Exhibit A

## **Adult Services Provider Scope of Work**

### **What will be done?**

Equus will provide integrated services to both individuals seeking jobs and skills training and employers seeking skilled workers, including access to employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy. We will provide outreach, program orientation, employer engagement, career counseling and planning, case management, business services, workshops, and follow up.

### **Who will do it?**

Equus is dedicated to advancing economies and helping communities thrive. Equus will collaborate with the Self Reliance Team (SRT), including the Dislocated Workers Provider, One-Stop Operator, Employment Development Department, and all other mandated and community partners to serve job seekers and participants holistically. These services, provided in collaboration with partners, will address employment, education, and all other obstacles that prevent individuals from finding and keeping a job.

### **Who will receive services?**

Basic Career Services, Individualized Career Services and Training Services will be designed for Adult participants who are Fresno County residents or those who are employed by a Fresno County employer; who are 18 or older; who are legally eligible to work in the U.S.; and who are veterans or meet at least one of the Priority of Service criteria. Individuals meet these criteria when they are recipients of public assistance, low-income individuals, or basic skills deficient, including having limited English proficiency. Male participants must also be registered for Selective services to be eligible if they were born on or after January 1, 1960.

Equus will work with the SRT prior to enrollment for Adult services for any prospective WIOA participants who may be eligible for Dislocated Worker services. This communication will ensure that these job seekers are enrolled accordingly.

### **Where will it be done?**

Equus will provide Title I WIOA Adult services in each identified Workforce Connection center located throughout Fresno County, including Urban – Fresno One-Stop Comprehensive Site; East–One-Stop Satellites; and West–One-Stop Satellites. Customers may come to the AJCC (American Job Center of California) through one of many “doors”: virtual, direct in-person, or through a partner. How they engage will not impact or determine the quality of services received.

Our seamless service approach means that all AJCC staff and partners work together and simplify access to services for the job seeker. We are aligned with FRWDB Workforce

Connection Career Services delivery strategy on responding to the needs of job seekers and we know these adults provide the local talent that meet employers' needs.

We will continue services in each Fresno AJCC location while increasing access to virtual services. We will conduct informational interviews, initial assessments, and individual and group One-Stop orientations via phone and WebEx, Google Meet, and Zoom.

## **Marketing Plan**

We will follow the FRWDB policies and directives in all marketing and social media campaign plans. We will coordinate with the Dislocated Worker provider, Youth provider, One-Stop Operator, and the FRWDB to ensure there is a "one-voice" approach. We will participate in community outreach events, planned and supported by partners, and setting up kiosks in high-traffic (shopping) areas. In compliance with FRWDB, we will leverage partner websites e.g. libraries, city and county organizations, community and faith-based organizations, parks and recreation (recreation centers and other lines of business) to share information about our services. As the Adult Provider, our staff, as required, will distribute marketing materials to promote all FRWDB programs. Throughout, we will ensure that all FRWDB approved trademarks and branding are included in materials. As a true partner to FRWDB, we will align all messaging in social media and supplement content when requested and work with FRWDB staff to reach job seekers.

## **Partner Collaborations**

Equus, as a national provider, will support Core Partners of WIOA Adult, Dislocated Worker, and Youth Programs; Wagner-Peyser; Adult Education; and Department of Rehabilitation, as well as other required partners and additional partners that collectively create the local one-stop system. The intent of WIOA is to bring together partner programs and services to create a system of shared customers, shared services, and shared costs to reduce the WIOA-only funding on the system while increasing the services (and access to services) by the partners.

Our goal is to continually find ways to streamline processes, ensuring that the needs of participants are met while reducing duplication and maximizing resources. The system is comprised of shared customers, shared costs, and shared resources that support co-enrollment and leveraged funding opportunities. We will offer all partners training in Community Pro for referring clients to WIOA Adult services. We will ensure cross-referrals and co-enrollments between our FRWDB partners and community partners to increase each participant's access to opportunities, introduce potential participants to services they may not be aware of, and encourage ongoing participation by offering participants a comprehensive array of services. These partnerships provide resources and wraparound services and provide a value-add to the center. We have an established MOU process for all partners.

As the Adult provider, we will promote co-enrollments and referrals to non-WIOA services, such as training, case management, and vocational training. The partners that meet SB734 Leverage Resource criteria include EDD, DOR, DPSS, ETP, Job Corps,

Youth Build, HVRP, VEP, Ticket to Work, The Migrant/Seasonal Farmworker, and SER-Jobs for Progress. Our focus is always on providing robust wrap-around services and additional leveraged resources, such as Pell grants, Perkins, and other available funding before investing WIOA funds.

### **Collaboration with FRWDB Business Services**

Equus will, as the Adult Services provider, see our role as executing the FRWDB strategies and working with the Talent Management and Business Services staff, using the Business Portfolio when meeting with employers and marketing Workforce Connection, Business Services, and enrolled job seekers. Our team will actively participate in Fresno Chamber of Commerce events and meetings and connect with the Fresno County Economic Development Corporation. They will work with industry groups such as regional Industry Sector Partnerships and consortiums. Our ERS will connect and collaborate with TMS staff to share resources and ensure strong placements for every adult served. They will be trained in Placement and Retention Strategies, focusing on sector-base employment outreach, marketing, and placement. Each of the TMS staff will be assigned and be experts on a specific high-growth sector (healthcare, agriculture, transportation, etc.), focusing on aligning job seekers with training opportunities that funnel to growing industry sectors. Our goal is to develop a shared referral tool to list job seekers who are ready to be referred to TMS/BSC for placement indicating occupation of interest, acquired certifications, etc. The TMS/BSC team will have access to this tool and use info to properly match job seekers to the right employer. Through regular meetings, TMS/BSC staff may share opportunities with career staff about the availability of in-demand occupations to continue to feed the placement pipeline. After required training and credentialing is achieved, we ensure job seekers are ready for job placement by using our "Steps to Employment Plan." Job seekers follow specific steps to become job ready, which include:

- |  |                   |
|--|-------------------|
| 1. Video orientation and registration for employment | 5. Apply for jobs |
| 2. Polish your online image                          | 6. Follow u       |
| 3. Establish, update, and refine resume              | 7. Get a job!     |
| 4. Conduct a job search                              |                   |

### **Resource Room Management**

Per our MOU with the existing Dislocated Service contractor Equus will work diligently in creating a working calendar for the Urban, East and West AJCC centers and satellite offices to ensure adequate staffing in all Resource Rooms at all times. Equus will work with FRWDB Operational and Facility management for any needs to ensure this seamless sense of service is provided understood and committed to by every provider and staff member. Program managers will work together to itemize staff time to basic career services and resource room needs. We will attend partner meetings to discuss any staffing needs and ensure we are doing our part to support the entire system of basic needs and universal services to the public. Staff schedules will be coordinated with partners and a shared calendar will be created for full center visibility. We will have on going meetings with the Dislocated Worker provider and the SRT. Resource Room Specialists from both the Adult and Dislocated Worker programs will be apart of the SRT team that determines WIOA eligibility. The initial assessments inform next steps in the Basic Career Services process. Representatives from all teams take part in staffing the resource room via an interactive calendar. All staff

are aware of the guidelines and customer compliance guidelines. We work collaboratively with the One-Stop Operator to ensure job seekers receive basic career services through assistance in the resource room to provide essential basic job readiness support such as access to LMI, job referrals, connecting customers to workshops and other in-house activities. When it is determined that a job seeker would benefit from WIOA Title I programs, they will be referred to orientation for individualized services.

### **Self-Reliance Teams Management**

Equus will collaborate with interested in WIOA enrollment go through a very detailed process of eligibility and suitability screening provided by the Self Reliance Team (SRT), which is comprised of the One-Stop Operator, Adult provider staff, Dislocated Worker provider staff, and staff from at least one One-Stop Partner. This can include the Employment Development Department, Employment and Training Assistance, Migrant Seasonal Farm Workers, or others depending on staff availability. The SRT will conduct the initial one-on-one interview and complete the SRT questionnaire and schedule the job seekers for an appointment following their registration in CalJOBS.

After this initial interview, the SRT connects the job seeker to a Self Reliant Specialist (SRS). The SRS will coordinate with Dislocated Worker provider staff to determine whether the job seeker's eligibility is best suited for the Adult or Dislocated Worker program, then communicate the necessary documentation the job seeker must provide for eligibility determination. Once the job seeker collects all required documentation, they meet with the Talent Engagement Specialist/Assessment Specialist to complete all necessary paperwork and related processes, including the WIOA orientation, workshops, CASAS assessment and eligibility determination. All required information is then entered in CalJOBS, completing the pre-application. Communication between Adult and Dislocated Worker providers is integral at enrollment and we will work diligently with the Dislocated Worker provider to streamline services and enforce eligibility regulations.

Based on each individual's need for either staff-assisted career services or individual career services, the SRT team member will refer the job seeker for an immediate on-demand One-Stop Orientation and eligibility determination or refer them for future group or one-on-one Orientation. Job seekers interested in individualized services will meet with an Employment Readiness Specialist (ERS) for eligibility determination adhering to priority of services and priority populations guidance. The application and supporting documents are reviewed by the Quality Assurance (QA) Manager before eligibility determination is made. Therefore, at least two employees have reviewed all eligibility elements for accuracy. The TES enters the initial intake case notes in to CalJOBS and the ERS completes eligibility determination and gathers all required eligibility criteria documents to complete enrollment. Job seekers who are not eligible for WIOA or who opt for self-directed career services will be provided information about services available for their job search and job preparation, including referrals to partners, workshops, The Academy, Essential Education, and LinkedIn Learning.

### **Virtual Services**

Equus will use a comprehensive career services plan built on expanding points of access for in-person and virtual services; collaborating with partners to increase enrollments,

wraparound services, and placements; and integrating employer services with career services to meet the job seekers and employer's demand. Our service delivery model is designed to engage local libraries as on-ramps for participants seeking local employment service options. Many job seekers already use computers for job search and resume development and this will link them to our employment services in that same setting. We will provide all our tools at satellite sites in coordination with FRWDB and a staff member will be scheduled on a consistent basis to conduct workshops, provide WIOA services, and assist with connecting participants to employment services.

The non-traditional virtual service delivery will be self-directed, accessible, convenient, and reduces consumption of necessary resources. It is offered in a self-contained platform, facilitated by Google Workspace, that allows participation in activities from orientations to workshops to one-on-one case management. This allows job seekers to access WIOA Adult Orientation, for instance, from home, on a mobile device, or at an access point. Our team develops and uploads resource information, easily accessible to job seekers and that connects them to next steps in their employment and training goals. We develop modes of connectivity to suit individual job seekers for one-on-one support either by ERS or AJCC support staff.

We will leverage our tools and technology to support individualized learning, such as basic computer skills, job readiness, and career exploration in in-demand industries. We collaborate with community organizations beyond traditional city and county agencies, and utilize outreach at commercial businesses, including retail stores, and community pop-up events. We offer several tools to let participants obtain needed skills training in whatever environment and on whatever schedule is convenient for them.

- **Virtual Case Management and Career Coaching:** We will establish SOPs and follow FRWDB directives, including standards of conduct for staff when using telephone and videoconferencing. All staff will receive training and best practices for effective virtual case management including sharing documents via screen-share, follow-up emails, and managing distractions.
- **24/7 On-Demand Learning:** LinkedIn Learning is an award-winning industry leader in online training, with a digital library of more than 16,000 courses covering a range of technical, business, software, and creative topics. LinkedIn Learning provides course and Learning Path recommendations based on career and professional skills interests and we will customize learning paths unique to Fresno demand occupations. Not only does it provide opportunities in training and skill development, it is a nationally recognized platform for professional networking and finding employment opportunities. We offer free 24/7 access from any mobile device or desktop computer to all staff, job seekers, participants, and partners. Every LinkedIn Learning course completed is added to the user's profile and it becomes a "living" resume. These trainings are available in multiple languages and can be customized to meet the need of LEP participants.

### **Program Staffing**

The regional and local project teams serving FRWDB are supported by subject matter experts from the National Service Delivery Team. We will hire locally and actively support local initiatives, ensuring that our staff reflect and are familiar with Fresno communities. We will give consideration to the FRWDB current provider staff for leadership and front-

line positions, providing information via townhalls (in-person or virtual) about our company, the project and program design, the open positions, how to apply, and the recruitment and hiring process. We will train all staff to have full working knowledge of the program design and services and provide resources and tools to all staff to best serve the needs of employers and job seekers. Certain positions require specific credentials, such as the Talent Management/Business Services team members will be required to obtain their Business Services Certification. We create an environment where employees understand exactly what is expected of them, how they are doing relative to expectations, and receive coaching and training to assist them in their professional growth and performance.

Vacancies are posted immediately and the interviewing and hiring process are carried out in a timely manner to minimize impact. Our supervisors and staff, along with our online-based Talent System and local training guide, ensure quality candidates are recruited, hired, and trained in a timely manner, to ensure key roles and functions are up-to-speed quickly. Any responsibilities of departing staff members are immediately addressed and delegated to experienced and cross-trained team members.

### **Staff Development/Training**

Our training model focuses on continuous improvement and provides a solid foundation. We will become familiar with and develop an understanding of the operational directives developed by the FRWDB and develop internal Standard Operating Procedures (SOP). We continuously update SOPs based on new and updated directives and WIOA policy. Staff are trained on these SOPs and the correlating policies. We will collaborate with the One-Stop Operator on system-wide trainings focused on WIOA core and required partners to gain an understanding of program and resource availability that supports co-enrollment and proper referrals.

Every Equus team member is also provided a locally customized, comprehensive learning plan covering a wide range of topics pertinent to all workforce professionals. This plan includes comprehensive training in federal and state WIOA rules and regulations, including Wagner-Peyser, WIOA eligibility and enrollment requirements, and we will tailor it to include FRWDB local policies, directives and procedures. Core training is provided during employee orientation and annually thereafter. All Equus staff also receive ongoing role-specific and broad-based training and support from our National Service Delivery Team.