

Exhibit B

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

Contract number (Agreement Number)	390-301
Program Year	2021-2022
Funding	301
Modification #	0

Name of Agency	West Hills Community College District
Name of Program:	WIOA YOUTH SERVICES

Out of School
In School

Line Item	Operational Budget Summary	Out of School	In School	Total Agreement Amount
1	Staff Salaries	\$154,242.00	\$51,414.00	\$205,656.00
2	Payroll Taxes	\$14,578.00	\$4,860.00	\$19,438.00
3	Fringe Benefits	\$88,311.00	\$29,437.00	\$117,748.00
4	Operational Costs	\$5,437.00	\$1,811.00	\$7,248.00
5	Indirect Costs (cannot exceed 10%)	\$21,005.00	\$7,002.00	\$28,007.00
6	Profit (cannot exceed 10%)	\$0.00	\$0.00	\$0.00
7	TOTAL FUNDING	\$283,573.00	\$94,524.00	\$378,097.00

Exhibit A

- Work Statement
- Performance Management Plan

WORK STATEMENT

1. What will be done?

The goal of the West Hills Community College District (WHCCD) Workforce Innovation and Opportunity Act (WIOA) Young Adult Services (YAS) Program is to advance the Fresno Regional Workforce Development Board (FRWDB) Vision and Goals of the comprehensive young adult services. WHCCD will implement the 14 WIOA required Program Elements: 1) tutoring 2) alternative secondary education options or dropout recovery services 3) paid/unpaid work experience 4) occupational skills training 5) leadership development activities 6) supportive services 7) adult mentoring 8) follow up services 9) comprehensive guidance and counseling 10) integrated education and training for specific occupations 11) financial literacy education 12) entrepreneur skills training 13) services that will provide labor market information about in-demand industry sectors and occupations and 14) post-secondary preparation and transitional activities.

Furthermore, the program will connect disadvantaged young adult to high wage, high growth career pathways and work experience opportunities in the industry sectors that are vital to the Central Valley economy such as healthcare, agriculture/manufacturing, logistics and distribution and renewable energy. WHCCD will provide academic preparation through use of a state-recognized best-practice model of integrated basic skills along with WHCCD's proven innovative career technical education services which greatly benefit the under-served young adult ages, 14-24, of the Westside of Fresno County (Area IV). WHCCD will continue working with employers on the West Side of Fresno County to identify the skills gaps and training needs in our region. WHCCD will continue to work with industry partners throughout our service area to ensure curriculum aligns to their employment needs.

2. Who will do it?

WHCCD has been providing educational services to rural west Fresno County since 1932. The District is a state-funded, public educational institution, accredited by the Accrediting Commission for Community and Junior Colleges and governed by a locally elected Board of Trustees. WHCCD works in collaboration with the Board of Trustees and conducts business according to federal and state Education Department General Administrative Regulations (EDGAR) policies and regulations guiding community colleges. The WHCCD management team is responsible for overall WIOA program services and federal accountability for fiscal management. The leadership team includes the Vice Chancellor of Education and Workforce Development, District's Director of Grants, Grants Accountants, as well as campus Deans. The WIOA Young Adult Coordinator and staff will continue to provide program specific services. The Coordinator of Special Grants will be the primary staff responsible for implementing and monitoring the WIOA Young Adult Services and serve as the primary liaison with partner employers and community organizations.

Program management will monitor staff and program performance and will conduct periodic evaluations on an ongoing basis based upon predetermined individual, departmental, and overall programmatic goals. Management will assess the program by reviewing the monthly local performance indicators that have been recorded the prior month, including: enrollments, entered employment/education rates, median earnings, exits, training completion, expenditures, training related employment, and credential rate. WHCCD staff utilizes West Hills College Coalinga

(WHCC) Career Center advisors to provide Job Readiness Workshops for the participants as a leveraged resource.

3. Who will receive the services?

The WHCCD Young Adult Services Program will serve Fresno County out-of-school youth and in-school youth (ISY) adult residing in the Region IV area. The out-of-school youth (OSY) participants ages 16-24 who are disadvantaged young adult facing one or more of the following barriers: OSY who are not attending secondary and postsecondary school, high school dropouts, recipients of a secondary school diploma who are low income and basic skills deficient, offenders, homeless or runaways individuals, foster care individuals, pregnant or parenting young adult, individuals with disabilities and low income individuals who require additional assistance to enter or completed an educational program or to secure/hold employment. The ISY participants will be within the ages of 14-21 who are disadvantaged low-income young adult facing one or more of the following barriers: basic skills deficient, English learners, offenders, homeless or runaways individuals, foster care individuals, pregnant or parenting young adult, individuals with disabilities, and individuals who require additional assistance to complete an educational program or secure/hold employment. WHCCD will provide WIOA Young Adult services to 75 percent OSY and 25 percent ISY.

All OSY clients who have a documented disability, either by Individual Educational Plan (IEP) or by a licensed physician, qualify for WIOA services besides meeting the age criteria of 16-24 year and if they are out of school. All ISY clients who have a documented disability as a barrier will qualify for the program, besides meeting the age criteria, 14-21, attending in school and being low income. Services provided will be tailored to fit their IEP or the recommendations from other service providers such as Department of Rehab or Department of Education. These young adults will receive additional services such as access to adaptive teaching strategies, devices and technology.

4. Where will it be done?

WHCCD is proposing to offer Young Adult Services to disadvantaged young adult at five locations: WHC Coalinga and Mendota Workforce Connection as primary locations and Westside Institute of Technology (WIT), WHCC Firebaugh and the Department of Social Services (DSS) in Kerman as secondary locations by appointment. In addition, WHCC staff understand the transportation challenges that young adults are facing in the West Side Rural communities and will utilize public libraries in Huron, Riverdale, and Caruthers to meet with participants in order to take the services to the young adult. The rationale behind offering services at five rural locations is embedded in WHCCD's and FRWDB's strategic goal "to ensure that all WIOA services are provided to underserved young adult throughout West Fresno County communities".

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.

WHCCD WIOA Young Adult Services project will utilize a non-traditional service delivery model that builds on strong existing partnerships. WHCCD will have staff co-located at five (5) rural sites throughout the Westside of Fresno County to provide a wide array of services to WIOA In-School Youth (ISY) and Out of School Youth (OSY) participants. WHCCD will be housing the Young Adult Services program at Workforce Connection sites, which will provide young adult participants access to an American's Job Centers of California (AJCC) services and staff will

leverage WIOA resources in order to serve young adult participants more effectively in the rural communities. In addition, Employment Readiness Specialist (ERS's) will maintain a strong collaboration with local high school faculty and counselors in order to provide a seamless process of serving ISY participants at area high schools.

The Kerman Northwest Center in the City of Kerman will provide young adult services to qualified WIOA participants. We will continue with the existing partnership between Fresno County Department of Social Services (DSS) and WHCCD. Staff from both agencies will network and provide required services for participants to enter training and employment. DSS and other community organizations will refer eligible participants for work experience, vocational skills training, and other individualized young adult services.

The WIT office and Workforce Connection/EDD Mendota locations Partnership between Mendota USD and WHCCD has made this co-location possible. WHCCD WIOA staff will have office space at the Westside Institute of Technology (WIT) location to ensure that participants from Mendota and the surrounding areas are able to easily access WIOA young adult services and employment and training services. The partnership with the State of California's Employment Development Department (EDD) office in Mendota will provide WIOA services to young adult residing in the Westside of Fresno County.

West Hills College Coalinga and North District Center Campus in Firebaugh the Coalinga location has been the project's primary site, successful in providing services to the residents of this area since July, 2000. The co-locations at both college campus and center allows WHCCD WIOA staff to provide a broad array of services to WIOA participants. The partnership between WHCCD WIOA Programs and WHCC will ensure that WIOA participants referred to AEBG (Adult Education) receive needed services in a timely manner. Another **value-added non-traditional service delivery model** is the leveraging of multiple California Community College Chancellor's Office (CCCCO) and Department of Labor (DOL) grants.

WIOA Services at Public Libraries WHCCD staff understand how crucial it is to make WIOA services available in all the services areas. Therefore, WHCCD plans to continue leveraging the public libraries in Huron, Riverdale, San Joaquin and Caruthers to provide WIOA ISY and OSY services by appointment. The majority of staff will be stationed at the Coalinga and Mendota Workforce Connection Centers; however, staff will travel to the other proposed co-location sites to ensure that geographically isolated participants receive appropriate services required to enter employment or post-secondary education.

WIOA Services at High Schools the proposed project will provide services to ISY at the following high schools: Coalinga, Firebaugh, Mendota, Tranquility, Riverdale, and Caruthers. WIOA Young Adult staff will provide services for at-risk young adult at rural alternative/continuation high schools in our service area. The WIOA Young Adult Services Program will leverage additional college services such as the Disabled Student Program, Adult Education services, Student Support Services, CalWORKS, counseling, and on-site childcare to eligible WIOA young adult participants.

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

WHCCD staff will recruit participants for the WIOA OSY Services program by promoting WIOA OSY Services throughout the service area during community events. WHCCD will work with AJCC staff and will network with other social service and community organizations to ensure that OSY participants are being referred to the WIOA Young Adult Services program for work experience opportunities, employment, and training services. WHCCD Young Adult Services staff will be

responsible for screening and recruiting qualified participants into WIOA OSY services. WHCCD staff will network with WHC Coalinga, WHC Lemoore, Firebaugh Center and WIT to recruit participants who are interested in completing their High School Diploma Equivalency or register for training in the following programs: Psychiatric Technicians, Registered Nurse, Certified Nursing Assistant, Maintenance Mechanic, Truck Driver, and other sectors for job placement.

WHCCD staff will continue to go out to every high school and continuation school in the service area to recruit qualified young adult. Over the years, WHCCD recognized that one of the most effective ways to recruit young adult is to work closely with the teachers and counselors at all of the high schools because they are able to identify potential participants who require additional services in order to succeed in their academics and make appropriate referrals to the Young Adult Services Program. Additionally, Young Adult Services staff will work closely with WHCC counselors and instructors to recruit eligible young adult who need WIOA services to complete a vocational training, credentials/certificates that will help participants enter employment at self-sufficient wages.

Strategy Plan to Recruit and enroll (75 percent) OSY and Meet Expenditures: WHCCD staff participates in community events in the Westside of Fresno County such as Coalinga Fest, Farmworkers Appreciation, Migrant Conferences, Job fairs, Health Fairs, and numerous others to recruit OSY. WHCC staff will target disadvantaged young adult who need to obtain a paid work experience, High School Diploma Equivalency, and/or obtain vocational skills training in order to start a career in high-wage, high-demand occupations. WHCCD has a long and unique history of working collaboratively with FRWDB, and DSS utilizing grants to provide contracted education like JTO, Truck Driving (Class A), Welding to West Fresno County residents. For example, WHCCD used state Chancellor's Office funds to provide Career Technical Education and Adult Education Block Grant skills training for WIOA OSY participants. WHCCD Coordinator will establish monthly enrollment goals and ensure that the number of required enrollments are met in a timely manner. WHCCD Young Adult Services will ensure that young adult participants complete all required WIOA activities promptly in order to be eligible for a paid work experience. WHCCD Young Adult Coordinator will work closely with fiscal staff to ensure the program meets the 20 percent work experience expenditures goal as required by DOL.

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.

The WHCCD Young Adult Services program has experienced staff and a proven history of effectively providing comprehensive one-on-one and group orientations. Orientations offer a description of WIOA Young Adult services and community resources. WHCCD staff understand the needs of providing one-on-one orientations to participants in the rural communities in order to meet individual needs. This orientation provides information that allows young adult participants to become familiar with the services available to them through the WIOA Young Adult Services Program. The orientation provides an overview of the Young Adult Services program requirements for completing career services, which include CASAS assessments for Reading and Math grade levels, online tutorials, high school diploma or equivalency, supportive services, paid work experience, college, and vocational skills training. As part of the orientation, participants will learn the job ready requirements for the program such as the two-week job readiness workshop, interview skills workshop, mock interview, and job placement services. Young Adult will learn about any other resources available to them such as free trainings, CalJobs, and labor market information. WHCCD Young Adult Services staff will offer orientations in English and Spanish as needed by attendees. WHCCD staff will conduct group orientation at the Coalinga and Mendota locations once per week

and one-on-one on a walk-in basis. Orientations will be offered at the co-location sites and libraries in our area based on young adult participant needs.

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.**

Process for Determining WIOA Eligibility During the entrance interview, staff will make a determination if the participant will benefit from the WIOA Young Adult Services program. When the participant is referred to WIOA for young adult services, the WHCCD eligibility worker will meet with participant to verify eligibility documentation, determine WIOA eligibility, and enter enrollment in the CalJobs data entry system. WHCCD management will certify all participants WIOA eligibility and review required documentation for accuracy prior to enrolling into WIOA. *The current process that WHCCD staff has in place for ISY and OSY adheres to the guidelines set forth by FRWDB in OD # 03-15, Fresno County Title I Eligibility Technical Assistance Guide (TAG):*

Eligibility Criteria All participants have to reside in Fresno County and be eligible to work in the United States. Males 18 years of age and over need to be registered for selective services. Veterans and eligible spouses who meet the WIOA Young Adult eligibility criteria will receive priority services.

All OSY must meet the following eligibility criteria:

1. Not attending any secondary or post-secondary school (not including Title II Adult Education, Job Corps, Youth Build, or charter schools with federal and state workforce partnerships).
2. Age 16-24 years old and meet one or more of the following barriers:
 - a. A school dropout;
 - b. A young adult who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter. (Note: if the school does not use school year quarters, Local Areas must use calendar quarter);
 - c. A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner;
 - d. An offender;
 - e. A homeless individual or a runaway;
 - f. An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under Section 477 of the Social Security Act, or in an out-of-home placement;
 - g. An individual who is pregnant or parenting (custodial and non-custodial parent including non-custodial fathers);
 - h. An individual with a disability;
 - i. A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

All ISY must meet the following eligibility criteria:

1. Attending school, including secondary and post-secondary schools
2. Age 14-21 years old
3. Low-income individual and meets one or more of the following barriers:
 - a. Basic skills deficient;
 - b. An English language learner;
 - c. An offender;

- d. A homeless individual or a runaway;
- e. An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under Section 477 of the Social Security Act, or in an out-of-home placement;
- f. Pregnant or parenting (custodial and non-custodial parent including non-custodial fathers);
- g. Individual with disability;
- h. An individual who requires additional assistance to complete an educational program or secure and hold employment

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

WHCCD ERS's will conduct an objective assessment of participants prior to scheduling an Individual Services Strategy (ISS) meeting; the objective assessment will assess educational basic skills levels as well as identify individuals' strengths and barriers, goals, vocational interests, hard and soft skills, and need for supportive services. As part of the objective assessment process, ERS's will review basic and occupational skills, prior work experience, education attainment level, employability potential, and developmental and special accommodations needs. The objective assessment will provide insight and guidance to both the ERS and the participant during development of the ISS. The objective assessment will be an ongoing process and objective assessment results will be documented in the participant's ISS. The objective assessment will include interviews, career guidance instruments such as O*net Online, CASAS basic skills assessments, WorkKeys®, and O*net vocational interest assessments and observations.

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).

Assessment Process WHCCD staff will follow **OD 20-13** while conducting assessment for WIOA young adult participants. Participants will take CASAS assessments after the completion of the entrance interview to ensure that participants are suitable and eligible for the Young Adult Services Program. Participants will be enrolled to take WorkKeys® and O*NET Interest Profiler Assessments immediately after being enrolled into WIOA program. OSY Participants will have 15 days and ISY 45 days to complete the assessments after the completion of the two-week Job readiness workshop. ERS will follow ODs and give the services that can be provided to participants based on what the participants have completed accordance to the Program flow ODs as well. On a case by case scenario, some services will be offered to the participant until he/she completes the assessment process.

Career Guidance WHCCD will use the O*NET Interest Profiler and ACT WorkKeys® to guide participants to the appropriate carrier pathways. Staff will utilize assessment results to match participants with career pathways that align with young adult's abilities and interests and assist with making a choice between job searches or a training program.

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.

Effective Guidance: WHCCD staff will continue to provide participants academic counseling and will network with other agencies such as area high schools, continuation schools, adult schools, WHC Coalinga, and other social service organizations to ensure that participants complete their academic/career goals. WHCCD Young Adult Services staff will provide guidance to ISY students to stay engaged in school to complete a high school diploma. WHCCD staff will assist OSY who need to obtain High School Diploma Equivalency to enroll in a high school equivalency program. Participants will have the opportunity to begin taking college courses early to get ahead in their college education. Early exposure to college level coursework motivates participants to continue onto higher education. WHCCD staff work closely with the WIT, WHC Coalinga, Firebaugh and Lemoore in order to enroll participants into a variety of vocational skills training programs.

Development of the ISS and Youth Engagement: ERS's will develop an Individual Service Strategy (ISS) in collaboration with the participant as required by the FRWDB. During ISS development meetings, ERS and participant will address objective assessment results and set employment goals. The ISS is a living document and it will continue to change to meet participants' needs. The ISS will be used as service guiding tool in order for the participant to receive required WIOA services and be successful in achieving participant's career goals. After the completion of the job readiness workshop and ISS, all participants will have the opportunity to participate in a paid work experience, job ready process, staff assisted job search and OSY participants will have the opportunity complete vocational skills training. WHCCD Young Adult Services staff will engage participants to participate in program-planned activities by educating young adult on how WIOA services will prepare them for the workforce and start a self-sufficient career.

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.

WHCCD Young Adult Services staff will provide a two-week job readiness workshop to all new participants. WHCCD will use the on-line IMAGO Job Readiness Curriculum, which will include Adaptable and Productive Problem Solver, Digital Literacy, Learning, Creativity and Adaptability, Communicator and collaborator, Responsible and Ethical Decision Maker, Life Skills, Personal Development, Personal Development, and Resume subjects. The workshops will be provided on an ongoing basis, open entry, and four hours per day for a total of eight days. The two-week job readiness workshop will provide participant the necessary soft skills to prepare them to enter and retain employment.

WHCCD workshop facilitator will on active learning, inquiry-based learning, problem-based learning, and real world and hands on learning to make the workshop interactive and engaging. The goal of the workshop facilitator is to make the workshop interactive by having debates, provide real life examples, problem solving, and reflection activities in order to have participates share their life experiences and learn from peers. WHCCD services and staff are recognized as highly innovative and will maximize program resources, utilizing ZOOM video conference technology in workshops between the Coalinga and Mendota young adult centers. WHCCD staff will document areas of concern and failed modules by completing weekly participant evaluations and have the ERS's address concerns with participants. All participants who need additional assistance will enroll into appropriate soft skills remediation modules in order to increase skill levels in needed areas.

- 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.**

OSY participants will be eligible for a work experience as soon as they complete the two-week job readiness workshop and O*net online assessments. ISY will be eligible to participate in a work experience once they increase minimum of one grade level in reading or math. WHCCD staff has a history of maintaining on-going positive relationships with Fresno County Westside employers and staff work closely with employers to identify their needs. Employers such as CA Department of State Hospitals – Coalinga, Fresno County Department of Social Services, United Healthcare Clinics, West Hills Medical Group, Employment Development Department and all city government agencies in the area are approved work experience sites. WHCCD staff will work closely with worksite supervisors to ensure that the businesses meet all young adult required labor laws. Staff will provide a worksite supervisor's orientation to all supervisors to ensure that they understand the mandated work experience regulations and will provide all necessary contracts. Staff will visit all worksites to provide any necessary assistance and continual worksite monitoring. Staff and work experience supervisors will work closely to evaluate participant progress. The strong relationship that staff have with these employers provides the opportunity for participants to get first hand employment opportunities after the completion of work experience.

WHCCD staff will match the young adult work experience placement based on career assessments results and interests. Work experience will assist participants in career exploration while participating in hands-on, paid work experience. Work experience will provide opportunities for participants to have a clear understating of the career path they are planning to pursue and use the work experience they obtained to enter the workforce. WHCCD management will ensure that 20 percent of the work experience goals are met by making work experience the first planned activity for participants. WHCCD management will work closely with the FRWDB fiscal department to track work experience expenditures.

- 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.**

Determining Training Needs WHCCD staff will work closely with OSY 18 years and older to assist them in securing high wage employment. If participants are unable to secure full-time employment, they will be referred to career exploration of high-wage, high-demand occupations available in the county. ERS's will work with participants to assist them in identifying a rewarding career that is from one of the occupational clusters identified by research to be in high-demand in the county. The initial phase of providing career counseling to participants will involve identifying barriers to employment and assisting participants with available solutions to any barriers that may prevent them from being successful in training endeavors. The next step to be taken by ERS's will be to review CASA basic skills levels, WorkKeys®, and O*NET Interest Profiler Assessments results with participants to provide appropriate career counseling. Once participants have identified a career,

WHCCD staff will work with participants to identify appropriate educational steps and school to attend. Once participants meet all the training requirements, a scholarship package will be submitted to the FRWDB, so they can interview the participant for the training scholarship final approval. **Strategies to Co-enroll and Guide Participants into Low Cost Training** WHCCD staff are experiencing a severe need for young adult training services in the rural communities. To meet this need WHCCD, will leverage available funding and training resources. WHCCD will co-locate the Young Adult Services program with the WIOA Adult Program in order to maximize WIOA resources. WHCCD Young Adult Services staff will refer eligible OSY to co-enroll for training services into the WIOA Adult Program. WHCCD has an excellent working relationship with the WIT and West Hills Coalinga and Lemoore Colleges. WHCCD staff will continue to work with WHC Campuses and the WIT in order to guide participants into one of their quality, low-cost or no-cost vocational programs. Historically, WHC Coalinga and Lemoore have offered excellent vocational programs such as truck driving, maintenance mechanic, Certified Nursing Assistant, Psychiatric Technician, and Registered Nurse that have provided WIOA participants with excellent training that led to full-time employment. Participants will have the opportunity to visit three schools and one school will be a low or no-cost training provider. ERS's will work closely with participants to assist in applying for Pell and California College Promise Grant (formerly BOG) or any available grants.

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.

WHCCD staff will engage young adult participants in the job ready process immediately after enrollment. Young adult will be instructed to complete the valuable job ready process that will prepare them to apply, interview, obtain and maintain employment. WHCCD staff will direct all participants to complete the job ready process by having them complete mandated job ready preparation activities such as the two-week workshop, career assessments, and activities to address any barriers to employment, interview preparation workshop, mock interview, and portfolio. ERS's will use objective assessment results to address developmental soft skills, previous work experience, and abilities needed to provide necessary soft skills training, basic skills tutorials, or skills upgrade training that lead participants to become job ready.

Participants who choose to follow the job ready process for the job search path will adhere to the job readiness process to become job ready. If a participant decides to enter training, they will complete the job ready process after the completion of training. Once the participant has completed the job readiness process, an Employment Readiness Specialist (ERS) will begin to work with them on their job placement and will begin to market them to employers and provide job referrals.

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

WHCCD staff will work closely with participants who do not have a high school diploma and will evaluate their transcripts to determine how many credits participants need to obtain a high school diploma. Once the need of the participants is determined, they will be referred to an adult school or high school equivalency program based on individual needs. ERS's will ensure high school diploma services are documented in the ISS as a planned activity. ERS's will ensure that other services, such as supportive services for books or testing, are provided for participant to be successful in obtaining a high school diploma.

WHCCD is the lead agency of the Adult Education Consortium; the WHCCD AEBG in

collaboration with HEP are providing no-cost High School Equivalency courses in the cities of Coalinga, Huron, Mendota, Firebaugh and San Joaquin to students. The partnership between the AEBG Consortium and WIOA Programs will ensure that WIOA participants who are referred to the AEBG or adult schools receive needed services in a timely manner.

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.

WHCCD will implement the FRWDB referral process by referring participants to appropriate agencies that provide services that WIOA cannot. WHCCD staff works closely with partners to ensure that contact information and the list of non-WIOA services is current and valid to ensure the referral is appropriate. To assist participants with referrals, WHCCD staff is trained to call the service providers to whom participants are being referred; staff ensure appointments are made prior to sending participants to organizations. The follow through services verify the participants have all the pertinent information such as appointment time, location and the contact information of the individual who will assist them.

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.

WHCCD retention staff will conduct follow-up services for all young adult participants with the exception of exclusionary exited participants. Follow-ups are done within 30 days after the end of the applicable post exit quarter and every quarter for duration of twelve (12) months. WHCCD retention staff contact participants directly or employers/post-secondary education instructors to conduct the quarterly follow-up and closely track and document the outcomes CalJobs. In the event participants are no longer employed or attending post-secondary education, they are referred to a local AJCC for job/post-secondary placement assistance. Additionally, retention staff ensures that they provide appropriate supportive services or other WIOA services as deemed necessary to maintain employment or post-secondary education.

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.

WHCCD staff will have all fourteen (14) required program elements available to all participants and will include: tutoring, alternative secondary education options or dropout recovery services, paid/unpaid work experience, occupational skills training, leadership development activities, supportive services, adult mentoring, follow-up services, comprehensive guidance and counseling, integrated education and training for specific occupations, financial literacy education, entrepreneur skills training, services that provide labor market information about in-demand industry sectors and occupations, and post-secondary preparation and transitional activities. Program elements provided to participants are based on their individual need and will be aligned with program goals. The aforementioned elements will assist participants obtain the necessary skills, education, and work

experience to reach the program ultimate goal of obtaining and maintaining self-sufficient full-time employment or enter/complete post-secondary education.

Mandated Program Design Components

Describe how you will establish communication and coordination procedures with partner agency staff to develop a triage of care process to share information, minimize duplication of services, & determine the best option(s) available for serving & meeting the needs of both In-School Youth (ISY) and Out-of-School Youth (OSY).

WHCCD WIOA staff will network and work closely with all partner agencies to ensure that participants receive the services that they require to be successful in accomplishing WIOA program goals. Partnership and communication between both sets of staff ensures there is no duplication of services and that participants are receiving required services between both agencies. Community organizations and young adult participants will benefit from this partnership because the collaboration of services will solidarize the young adult support system. WHCCD currently collaborates with many organizations around Fresno County. All of these partnerships will allow WHCCD to offer many additional services to ISY and OSY participants such as CalWORKs, Cal Fresh, and various educational opportunities.

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

WHCCD staff will recruit participants for the WIOA OSY and ISY Services program by promoting WIOA services throughout the service area during community events. WHCCD will work with AJCC staff and will network with other social service organizations to ensure that OSY participants are being referred to the WIOA Young Adult Services program for work experience opportunities, employment, training, and for other WIOA young adult element services. WHCCD will work closely with high school and college counselors to ensure that they refer the best ISY candidates to the Young Adult Services program. The primary focus for WHCCD staff will be to recruit 75 percent OSY.

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.)

WHCCD Program Coordinator will work closely with employers to determine their employment needs and ERS will match and refer the job ready participants to available employment opportunities in the area. WHCCD staff will have some participants use the AJCC to conduct job search and CalJobs for additional job search resources such as electronic notifications of employment opportunities. WHCCD staff will assist participants to navigate CalJobs Eligible Training Provider List (ETPL) in order for participants to have access to full array of training opportunities based on their career goals. Staff will utilize the caljobs.ca.gov website to keep track of local employers that are willing to hire young adult participants.

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**

During bi-weekly meetings, program performance will be monitored closely by management and will be reviewed with staff to ensure that participants are successfully completing performance goals and activities as required by FRWDB performance measures. WHCCD retention staff will address any employment or education concerns during the first, second and third quarter follow-ups. If participants need any services to retain employment or education, staff will make the necessary referrals to WIOA or other services in the community such supportive services. WHCCD staff will ensure that participants receive job referrals for with self-sufficient wages in order to meet medium earning requirements. WHCCD staff will ensure that young adult participants receiving training services receive all necessary academic and program support in order to complete the education/trainings successfully and obtain a training credential. WHCCD staff will collect the necessary academic documentation to measure the participants' educational skills gains and document achieved skills gains every time participant receives academic documentation, but at least one per every Fiscal year.

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

WHCCD management will run an CalJOBSactivities report on bi-weekly basis and program performance reports on monthly basis to ensure that staff is on track to achieve program performance goals. WHCCD management will review FRWDB Local Performance Reports with staff to ensure alignment of reports.

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

WHCCD management will ensure that all program operational and fiscal reports are submitted to the FRWDB by the required deadline. The program report includes monthly surveys, WIOA Local Performance, and financial status reports that are submitted monthly. WHCCD staff will submit a final closeout report at the end of the fiscal year, which will include all program expenditures.

Quality

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

WHCCD staff is in the unique position of belonging to multiple systems, which creates excellent reciprocal partnerships, communication, and delivery of services utilizing multiple resources. WHCCD staff collaborates closely with local high schools, DSS to assist staff in providing county services such as food stamps, and childcare and mental health services. WHCCD WIOA Programs are a part of the One-Stop Services System and work closely with DOR, EDD, DSS, Fresno County Economic Development Corporation and all of the city governments in the Westside of Fresno County.

WHCCD WIOA Programs are also part of the WHCCD system that includes multiple training

sites and educational opportunities for participants. As result of WHCCD connections, staff have access to multiple student support services such as Student Support Services, the Extended Opportunity Program and Services (EOPS), Disabled Student Program and Services (DSPS), CalWORKs, WIT trainings and college childcare centers. While limited in the rural area, community based organizations such as the West Fresno Crisis Network and area churches support WIOA staff in providing emergency food, shelter, clothing, and PG&E assistance to WIOA participants.

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

WHCCD staff has extensive experience working with the rural west side high schools by providing WIOA services to young adult. WHCCD staff works extremely closely with high school counselors to ensure that students are receiving the right combination of services in order for them to reach education goals. WHCCD staff works closely with all education intuitions in the area to ensure that participants have access to education opportunities and work closely with OSY participants attending training to ensure successful training completion. WHCCD staff has a referral process in place for all high schools and educational institutions.

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

WHCCD staff will meet participants individually to determine eligibility for WIOA program based on their ISY or OSY school status and age. WHCCD eligibility staff will verify eligibility documentation and enter enrollment in the CalJobs data entry system. The current process that WHCCD staff has in place for ISY and OSY eligibility adheres to the guidelines set forth by FRWDB in OD # 03-15, Fresno County Title 1 Eligibility Technical Assistance Guide (TAG). WHCCD management will certify all participants' WIOA eligibility applications and review required documentation for accuracy prior enrollment into WIOA program.

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

WHCCD administration and staff work closely with industry leaders and business representatives through a variety of venues: The Regional Jobs Initiative, the Governor's California Partnership for the San Joaquin Valley, Deputy Sector Navigators, Fresno County Economic Development Corporation, WIT, local chambers of commerce and multiple business advisory groups. WHCCD worked closely with local manufacturing employers, the FRWDB, and regional college partners in developing and securing a \$19 Million TAACCCT grant from the Department of Labor to create new training capacity for the Manufacturing and Health Care sectors. This project provided over 3,000 new training slots for WIOA Young Adult and Adults in Central California. The goal of WHCCD and the WIT is to have regional collaboration between education and business to provide exceptional career technical education leading to careers in high-growth, high-demand, highly skilled occupations. Program Coordinator and ERS works closely with our local employers to target high-demand sectors for the Westside area such as the Government (Correctional Facilities and State Hospitals), Logistics/distributions (Truck Driving companies) and manufacturing (production packing houses) sectors.

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

The WHCCD employer relations plan is three-pronged strategic effort. The first prong is led by

line staff and second is driven by WHCCD administration. Line staff has routine access to local high-growth, high-demand industry representatives. The program has employers coming into the office to meet informally and formally with participants, conduct mock interviews and to serve as guest speakers. This form of hands-on, direct engagement has led to excellent employer relations and job placement opportunities for our active WIOA participants.

In 2015, WHCC celebrated its 15th partnership anniversary with California State Hospitals – Coalinga. This partnership has been a key component in training Psychiatric Technicians and placing them in high-growth and high demand healthcare/government sectors. To date, WHCC is the leading training partner for Coalinga State Hospital training over 100 new employees for their institution yearly. The success of the first strategy, used to build employer relations, leads directly into the second activity – appropriate job placement. Job placement services evaluate what is needed for career enhancement, continuing education, and training *and* requires close working relationships with the business community. It is critical that developing and maintaining positive, mutually beneficial relationships with industry leaders aids with placing WIOA participants who have been thoroughly assessed, counseled on job ready and trained.

The third strategy involves the interaction between the WIOA Programs, WHCCD administration and industry to seek additional funding streams to respond to new and emerging industry workforce. This includes providing labor market information to stakeholders and policy makers, forming industry partnerships, similar to the District's partnership with the CA Department of State Hospital and Manufacturing Industry to secure additional resources for high-demand sector needs. These partnerships have provided many employment opportunities for WIOA participants and industry-provided training and equipment usage through successfully funded grant applications.

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.

Strategically close participants WHCCD staff has been traditionally known for their ability to promote high-wage, high-demand occupations to participants. By providing training opportunities and job ready preparation, WHCCD has been able to exit participants strategically every quarter to meet and exceed the exit outcomes set forth by FRWDB. WHCCD Coordinator will use the FRWDB capacity enrollment plans to keep track of the enrollments goal and will continue to use the FRWDB reporting system to track enrollments and exits quarterly.

Balancing of Positive and Negative Outcomes WHCCD has been able to establish excellent working relationships with the participants. However, in working with special populations, experience demonstrates that barriers develop that demand the participant's full attention and often derails the participant from their ISS. When this occurs, WHCCD staff works with the individual to get them back on track and offer them appropriate assistance in locating additional support services to resolve their challenge. This typically allows participants to begin job search activities and successfully complete their original objectives.

Occasionally, participants cannot continue with planned WIOA activities and must be exited from the WIOA system. These exits must be balanced with enrollment and positive outcomes to ensure that the performance measures support system employment and placement goals. Therefore, the WIOA Coordinator balances negative and positive outcomes quarterly by running the FRWDB reporting system to keep track of exits and ensure compliance with FRWDB goals.

Process for Determining Individual Exit Strategies WHCCD's primary goal for participants

enrolled in the WIOA system is to prepare individuals with the employability tools to maintain self-sufficiency. With this goal in mind, WHCCD staff is instructed to exit a participant when they are job ready, obtain employment, and have received all required services needed to be successful in the workforce. WHCCD continues to identify and interview participants who are employed, job ready, and ready to be exited before conducting an exit. If it is determined that participants are ready for exit, ERS will make the decision to exit the participants.

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

WHCCD staff will continue to develop a professional relationship with the participants and make program activities a fun process for young adult to complete. WHCCD staff will use leadership activities such as employer field trips, employer presentations, financial literacy workshops, and other job readiness workshops that will lead participants to a pathway to complete their ultimate program goal of entering employment or post-secondary education. WHCCD staff has an open door policy; students can come at any time to see their ERS. Historically, WHCCD staff and management have established and solidified meaningful relationships with numerous organizations and college programs such as Upward Bound, Student Support Services, CalWORKs, MESA, Childcare Centers in five (5) rural communities, and establishment of the WIT in Mendota that have different but similar goals to the Young Adult Services Program. By creating and maintaining these relationships, WHCCD Young Adult Services Program staff has been able to leverage their programs' activities such as educational field trips, job readiness workshops, tutorial services, and training services.

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.

Strategies for Maintaining Contact with Closed WIOA Participants Program retention staff will develop a professional relationship with participants, offer supportive services, and information as needed to participants who are exited from WIOA services. Post-enrollment services assist participants as they enter or continue their employment. When the WIOA Program cannot provide requested supportive services, staff will make appropriate referrals to community partners to help participants. WHCCD uses nontraditional contact methods such as texting and submission of release of information to employers in order to support a successful transition.

The Process That Ensures Successful Retention Staff maintain contact with the participant support network including employers and education institutions as needed to monitor the participant's progress and transition to self-directed behavior and successful career choices. Maintaining contact with employers is a very important strategy to ensure successful employment retention for exited WIOA Participants. Retention staff can offer job readiness services to participants and additional supportive services to assist participants in retaining their jobs.

Decision Process to Provide Post-Closure Services All services provided to WIOA participants post-exit will be approved by the program coordinator and allowable through local FRWDB policies and directives. However, if a particular service is not allowable through WIOA standards, appropriate community referrals will be made to ensure that participants receive the services that they require.