

Exhibit B

Contract number	321-201
Program Year	2022-2023
Funding	Adult
Modification #	

Name of Agency	Arbor E&T, LLC dba Equus Workforce Solutions
Name of Program	Title I - WIOA Adult Program

Line Item	Operational Budget Summary	Admin	Basic Career Services	Individualized Career Services	Follow-up Career Services	Total Agreement Amount
1	Staff Salaries	\$99,831	\$404,743	\$806,119	\$117,646	\$1,428,339
2	Payroll Taxes	\$10,881	\$44,116	\$87,865	\$12,823	\$155,686
3	Fringe Benefits	\$11,081	\$44,927	\$89,480	\$13,059	\$158,547
4	Operational Costs	\$5,580	\$22,623	\$45,058	\$6,576	\$79,837
5	Indirect Costs (cannot exceed 7%)	\$8,916	\$36,149	\$71,997	\$10,507	\$127,569
6	Profit (cannot exceed 10%)	\$13,629	\$55,256	\$110,052	\$16,061	\$194,998
7	TOTAL FUNDING	\$149,919	\$607,813	\$1,210,571	\$176,672	\$2,144,975

Exhibit A

Workforce Connection Adult Services Provider Scope of Work

What will be done?

Equus will continue to 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 are 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 – Reedley One-Stop affiliate site; and West –Mendota One-Stop affiliate site. Equus is also committed to serving the Coalinga affiliate site, once realized. Our "no wrong door" philosophy is grounded in participant-centered, coordinated, and accessible services. 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 the FRWDB (Fresno Regional Workforce Development Board) Workforce Connection Career Services delivery strategy on responding to the needs of job seekers as we know these adults provide the local talent that meets local employers' needs.

We will continue in-person 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 and collaborate with the Dislocated Worker provider, Youth provider, One-Stop Operator, and the FRWDB to ensure there is a "one-voice" and "one-brand" approach. We will participate in community outreach events, planned and supported by partners, and will set 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 with the approval of the FRWDB Marketing Manager. Throughout, we will ensure that all FRWDB approved trademarks and branding are included in the 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

As a national provider, we have extensive knowledge and experience in the national workforce system funded in-part by WIOA and supported by the 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 be using the Unite US platform as required by the FRWDB to refer and track referrals to all community and agency partners. 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.

As the Adult provider, we 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 in WIOA funds.

Through the commitment of the management team, we will attend monthly One-Stop Operator meetings to discuss the day-to-day operations and to continuously find a way to collaboratively streamline processes ensuring every job seeker's success.

Collaboration with FRWDB Business Services

As the Adult Services provider, Equus will execute the FRWDB Business Services strategies by working collectively with Talent Management and the FRWDB Business Services staff to promote and market the FRWDB Business Services. 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 (Employment Readiness Specialist) staff will connect and collaborate with TMS (Talent Management Specialists) staff to share resources and ensure strong placements for every adult served. They will be trained in Placement and Retention Strategies, focusing on sector-based 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 staff for placement indicating occupation of interest, acquired certifications, etc. The TMS team will have access to this tool and use info to properly match job seekers to the right employer. Through regular meetings, TMS staff may share opportunities with career staff about the availability of in-demand occupations to continue to feed the placement pipeline.

Resource Room Management

Per our MOU (Memorandum of Understanding) with the existing Dislocated Service Contractor, Equus will continue to work diligently in following a working calendar for the Urban, East and West AJCC centers and affiliate offices to always ensure adequate staffing in Resource Rooms. Equus will work with the 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. We will have ongoing meetings with the Dislocated Worker provider and the SRT. Resource Room Specialists from both the Adult and Dislocated Worker programs will be a part 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 has committed to fully collaborate with all providers of service which include WIOA Dislocated and Youth Providers of Service to ensure that job seekers are paired with the appropriate agency allowing the job seeker to be provided with the most suitable program yielding the highest individualized results.

In collaboration with the One-Stop-Operator, Dislocated Worker provider staff, and staff from at least one One-Stop Partner, the Adult Provider staff will undergo a collaborative approach to job seeker eligibility and suitability screening known as the Self Reliance Team (SRT). When

available, these partners include: The Employment Development Department, Employment and Training Assistance, Migrant Seasonal Farm Workers, and others. 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.

A combination of efforts will be used to document the criteria used to ensure that individuals are referred to the appropriate WIOA services which include an evaluation of the SRT Interview Questionnaire as well as a thorough analysis of the interview itself. Job Seekers who meet the age requirements for youth services will be referred to Youth Service Providers and those meeting the eligibility requirements of a Dislocated Worker will be referred to the Dislocated Worker Provider of Service. Non WIOA referrals will be made to the appropriate agencies of service based on the individual needs of the job seekers. The Adult Provider of Service staff track these referrals through a shared staff document and will soon be using the Unite Us platform for further efficient tracking capabilities with the intention of adequate follow-through.

Once a job seeker is determined suitable to be referred to WIOA staff assisted services, the job seeker will provide the necessary and required documentation to ensure eligibility. Eligibility staff and the Quality Assurance (QA) Management staff will review all elements of eligibility to ensure compliance and proper determination.

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.

Equus can use a non-traditional virtual service delivery that is self-directed, accessible, convenient, and reduces consumption of necessary resources.

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 have established SOPs in conjunction with the 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, but it is also a nationally recognized platform for professional networking and finding employment opportunities. We can 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 training courses are available in multiple languages and can be customized to meet the need of LEP participants. Equus staff will provide this service through LinkedIn Learning content as required by the FRWDB.

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 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 continuously update SOPs based on new and updated directives and WIOA policy. Staff are trained in these SOPs and the correlating policies. We will collaborate with the One-Stop Operator on system-wide training 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 with 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.

Describe how you will manage the AJCCs (American Job Center of California) daily operations in coordination with the FRWDB for the lease, utilities, and other property activities in support of AJCC premises. Include how you will manage the AJCCs hours of operation.

Equus is committed to the management of the Urban – Fresno Comprehensive AJCC as well as the East – Reedley affiliate site. With guidance and expectations set by the FRWDB, Equus management staff will ensure proper daily management of both Resource Rooms.

Management of the AJCC's include efficient staffing during business hours, liaising between center maintenance personnel, contractors, all entities as required and the FRWDB, management and coordination of all mail and deliveries through the resource room, facility calendar management, management of emergency action committee, and facility technology coordination.

Equus staff will be responsible for site visitor maintenance: crowd control, visitor badges, complaints, and grievances in alignment with the FRWDB.

As a partner collaborator, Equus will assist other providers as needed with staff coverage issues in the West-Mendota affiliate center.

A clean and welcoming environment is integral to a conducive environment. Equus staff will make sure that the Resource Room and all communal areas in each center are maintained and ready for use at the end of each day.