

## Fresno Regional Workforce Development Board

## Exhibit B

Contract number	<b>333-301</b>
Program Year	<b>2022-2023</b>
Funding	
Modification #	

Name of Agency	Proteus, Inc.
Name of Program:	Rural East Youth Services

Line Item	Operational Budget Summary	Out of School	In School	Total Agreement Amount
1	Staff Salaries	\$265,095	\$66,274	\$331,369
2	Payroll Taxes	\$27,729	\$6,932	\$34,661
3	Fringe Benefits	\$31,516	\$7,879	\$39,395
4	Operational Costs	\$88,328	\$22,082	\$110,410
5	Indirect Costs (cannot exceed 10%)	\$44,329	\$11,082	\$55,411
6	Profit (cannot exceed 10%)	\$0	\$0	\$0
7	<b>TOTAL FUNDING</b>	<b>\$456,997</b>	<b>\$114,249</b>	<b>\$571,246</b>

## Exhibit A

### Workforce Connection Young Adult Services, Provider of Services Statement of Work

#### A. What will be done?

Proteus is proposing to continue to provide WIOA Youth Services to eligible In School and Out of School young adults in the service area of rural East Fresno County. This area includes the communities of Reedley, Selma, Sanger, Parlier, Orange Cove, Fowler, Squaw Valley, Del Rey, and Kingsburg. Proteus is dedicated to providing an array of services to Young Adults which promote and ensure that they will gain the necessary skills needed to enter and succeed in higher education and/ or career opportunities of their choice. A full list of services including all 14 youth elements are outlined in detail under the Mandated Program Components Worksheet.

Some of the Young Adult Services (YAS) we plan to provide include, but are not limited to the following:

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

#### B. Who will do it?

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

**One (1) Program Manager:** Oversee the implementation and the performance of employment & training programs. Review and provide technical assistance to YAS program staff regarding accuracy of paperwork and program delivery system. Supervise YAS program staff. Provide eligibility and programmatic training to staff. Reconcile performance monthly reports. Prepare program performance and expenditure reports. Utilize and maintain records in MIS data systems. Resolve any programmatic or fiscal monitoring issues. Attend meetings

to stay informed on any program changes by the funding source. Review and certify customers' registration forms for employment & training programs. Review and approve customers' timesheets and supportive services requests.

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

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

#### **C. Who will receive the services?**

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

**Out of School Youth (OSY):** Identified as a Young Adult age 16-24 years old, who is a Fresno County resident, is not attending any type of school, meets one or more barriers: a school dropout, a recipient of a secondary school diploma or equivalent who is low income individual and is basic skills deficient or an English language learner, an offender, homeless or runaway, foster care, pregnant or parenting, disabled or a low-income individual who requires additional assistance to enter or complete an educational program and/ or secure employment.

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

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

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

**1. Describe how you will utilize non-traditional service delivery models, such as virtual services (e.g., orientation, eligibility, case management and workshops) and low cost or no cost co-location(s) at community sites and facilities or mobile services to provide a comprehensive array of services to all eligible youth throughout the area; include a list of the proposed sites.**

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

- A. Ensure that all Proteus YAS staff are equipped and able to provide program services and activities virtually through platforms such as Zoom, Aztec, Imago, ONET-online, WorkKeys Curriculum, video links and other web-based sites. Additionally, PDF documents are utilized to obtain electronic signatures and to send and receive information electronically. This is done in the effort to eliminate barriers that may arise due to past issues faced during the pandemic or issues with access to transportation that many of the Rural East Fresno County youth face.

In addition, by continuing to provide the youth population located in rural East Fresno County with the Young Adult Services program at both Proteus' Selma and Sanger Service Centers which help us to enhance our outreach efforts due to the long-term familiarity these communities have with our organization and its' employees. Proteus' YAS staff members will utilize Parlier's Youth Centers of America and Orange Cove's Community Center as Satellite offices as-needed as an additional strategy to address transportation issues for those program participants residing in towns like Parlier and Orange Cove ensuring that they have access to our Young Adult Services program. In an effort to better serve the East Fresno County Young Adult population, Proteus YAS staff will be available during non-traditional hours such as evenings and weekends. Proteus' list of service centers and satellite offices include:

- B.

- **Sanger Service Center:** 2570 E. Jensen Ave. Ste.108, Sanger, CA 93657
  - **Selma Service Center:** 3706 S. McCall, Ste. 212, Selma, CA 93662
  - **Parlier Youth Centers of America (satellite office):** 13700 E. Parlier Ave., Parlier, CA 93648
  - **Orange Cove Community Center (satellite office):** 1705 S. Anchor, Orange Cove, CA 93646
  - **Eastside Educational Institutions:** Available for YAS during career fairs and other special events on campuses
- C. Providing intense program outreach and recruitment activities to reach as many potential program participants. This includes community outreach at special events, job fairs, etc. throughout Eastern Fresno County including the rural areas.
- D. Continuing to incorporate technologic usage of electronic platforms and/or social media outlets such as Instagram, Snapchat, Facebook, Messenger, Gmail, newsletters, and our Proteus Company website as non-traditional methods of providing additional outreach, recruitment and communication efforts to young adults.
- E. Increasing our current partner collaboration efforts to incorporate other local agencies to provide access to orientations, Rapid Response, Site Council meetings, employer and educational recruitments, job fairs, and other needed services to enhance our current services in aiding our participants to become self-sufficient.
- 2. Outreach/Recruitment: Describe your plan to conduct on-going outreach and recruitment to ensure the WIOA youth enrollment goals will be met. Include your plan to recruit out-of-school youth to meet a minimum of 75 percent out-of-school youth enrollments.**

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

Adult Services program, we have discovered that many Young Adults recruit their friends and relatives into the program by casual conversation or basic “word of mouth.”

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

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

**3. Describe your plan to ensure staff has the knowledge to effectively develop employer relationships for the Local Demand Industry Sectors.**

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

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

network with community businesses and strengthen relationships by meeting with local employers to gather workforce needs and explain program objectives.

- 4. Orientation: Describe your process for facilitating one-on-one and group WIOA youth orientations to provide information on WIOA services, such as participation, engagement, expectations, and outcome requirements to complete the academic, educational, and work readiness components of the WIOA youth program.**

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

- 5. Entrance Interview: Describe your process to assess the youth's specific needs for services, ability to participate in the program, and committing to complete all program requirements as needed to achieve their academic and employment goals. Include your approach to providing the best possible referral(s) per the current needs of the youth and how you will document the criteria used to determine the referral.**

Following OD #8-21, staff conduct an Entrance Interview with any youth seeking enrollment into WIOA youth services. The Entrance Interview is conducted after the YAS Program Orientation. Staff assesses each youth's specific needs based on their current situation, their ability to participate in the program, and their career and employment goals. In addition, staff will discuss in detail program expectations ensuring that the youth can commit wholeheartedly to the program and complete all YAS requirements. Staff prepare the youth for the interview by ensuring that each youth receives a copy of Form YTH-001 and ensures that each youth understands what is needed in preparation for the interview.

The Entrance Interview is conducted in person or virtually and covers the following topics:

- a. Educational Background
- b. Educational and Career Goals
- c. Current Financial Situation
- d. Current Housing and Transportation Situation
- e. Childcare needs

- f. Commitment to the YAS Workforce Connection Program
- g. Why should the youth be considered for enrollment into the YAS program?

Based on the interview staff will make a recommendation for services:

Those **recommended for services** will be given the form QUA-031 which is explained to them and they are allowed to review prior to signing. They are then scheduled for eligibility and staff will verify that they are enrolled into CalJOBS. If they aren't registered, then staff will assist them to register. Staff works with the youth to complete the Young Adult/Parent Contract and uses form YTH-006 for any referrals that may be provided to the youth.

For those **not recommended** for the program staff:

- a. Refer them to other services available in the area.
- b. Provide all contact information when the referral is to another agency.
- c. Refer to other appropriate community services based on their needs. (YTH-006)
- d. Review with youth form QUA-031 and have them sign
- e. Staff document into CalJOBS case notes a summary of the interview including youth responses/staff's observations. This includes any referrals staff may provide to the youth.

All forms are uploaded into CalJOBS in the documents section and staff label them according to the aforementioned OD process.

Youth Program Manager works with staff to review all Entrance Interviews and ascertain if a youth is to be recommended for services or not and to ensure that all proper documentation is maintained, noted, and uploaded into the CalJOBS system

- 6. Describe how you will establish communication and coordination with partner agency staff to develop a triage of care process to share information, minimize duplication of services, and determine the best option(s) available for serving and meeting the needs of both in-school (IS) and out-of-school (OS) youth.**

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



Additionally, we collaborate with Fresno County Department of Social Services, Fresno County Economic Development Corporation, the State Department of Rehabilitation, Employment Development Department (EDD), labor organizations, local adult educational institutions as well as business and employers. We continue to formalize and strengthen partner collaboration within the One-Stop location and work with the aforementioned partners as well as others to develop a triage of care process to share information, minimize the duplication of services, and determine the best options available for serving and meeting the needs of all enrolled youth.

**7. Eligibility: Describe your eligibility process; how you will ensure that all WIOA eligibility criteria are met as outlined in the WIOA Technical Assistance Guide, all required documentation needed to substantiate WIOA eligibility are gathered, and all youth are certified as WIOA eligible prior to enrollment into the program.**

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

**8. Objective Assessment (OA): Describe the process you plan to use to conduct an Objective Assessment interview.**

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

**9. Assessments: 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 employment goals.**

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

**10. Individual Services Strategy (ISS): Describe how you will provide effective academic/career guidance to youth to ensure successful program completion and attainment of 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.**

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

**11. 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).**

Proteus currently facilitates the Job Readiness Workshop as outlined in OD 05-17 by providing all youth a two week (four hours per day for a total of eight days), workshop using IMAGO Job Readiness Curriculum. Job Readiness Workshop is offered in a facilitated group setting. Job Readiness modules include Adaptable and Productive Problem Solver; Digital Literacy; Learning, Creativity and Adaptability; Communicator and Collaborator; Responsible and Ethical Decision Maker; Life Skills; Personal Development; and Resume. For areas of concern or failed module(s) the ACA will enroll the participant in the appropriate Soft Skills remediation module(s) utilizing the LinkedIn Learning website.

- 12. Work-based Learning/ Work Experience: Describe how you will develop and monitor work experience job sites to ensure youth will 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 and your internal process for managing the work experience contracts to ensure the Occupational and Educational components are being provided and the maximum allowed hours are not exceeded.**

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

- 13. Training Services: Describe how you will determine the training needs of youth 18 years and older. Describe your strategies to provide vocational training and collaboration with the WIOA Adult programs to allow for possible co-enrollment. Include examples of strategies you will utilize to**

**guide youth into low cost and/or no cost training with local adult schools and community colleges.**

To determine the training needs of participants, we work closely with each young adult individually to identify their interests. The ACA reviews the youth's test and assessment scores through O\*Net Assessment, WorkKeys and the Career Track application to provide career guidance based on their individual scores, abilities, and interests. Additionally, the ACA explains the assessment results, reviews and discusses their employment goals based on a variety of options determined by personal needs, commitments, areas of interest, and training requirements. For those not at the required grade levels or minimum work keys scores, tutorial will be provided to improve their scores.

Several different strategies are used to provide vocational training opportunities and collaborate with WIOA Adult programs in which staff co-enroll youth in both programs when possible. The ACA utilizes the face-to-face counseling sessions, the dual engagement discussion, and other interactive tools to help show the relationship between advanced training and opportunities to earn more. This allows youth to develop a more in-depth perspective and understanding about the job sectors that have been determined to have high growth and high wage gain potential.

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

**14. Job Ready Process: Describe how you will engage and ensure youth are provided the appropriate services based on their needs. Describe how you will address the development of soft skills, knowledge, and abilities of the workplace based on their occupational goal.**

Youth will be provided assessment tests to determine their employment and/or career goal. With the results of the assessment tests, to keep the youth engaged, the ACA will work one on one with the youth to attain their goal. To develop soft skills, knowledge and abilities of the work place, all youth will be required to attend Job Readiness workshops. The youth will also be required to attend the Interview Preparation Workshop which will prepare youths to go thru an employment interview successfully. The ACA will assist participants with comprehensive job search activities, such as submitting applications, creation of a resume and a cover

letter, and conducting mock interviews. Participants will also be able to register into CalJOBS database, which is an employment database that allows local employers to view the participants' resumes based upon their skills.

**15.Skill Attainment: Describe your strategy to provide services to at risk and drop-out youth to assist them in returning to high school or alternative education.**

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

**16.Information/Referral: Describe how you will ensure that all youth are provided information on the full array of services that are available through the One-Stop, partners and community-based organizations. 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 either on a sequential or concurrent basis.**

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

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

**17.Follow-Up Services: Describe how you will ensure proper closures and contact will be maintained with the participant on a monthly basis during the 90-day closure period, ensure participants are well informed of the exit process, and provide follow-up services to all youth during the twelve (12) month follow-up period.**

Understanding that overall long-term customer success is enhanced by closely tracked follow-up services, the ACAs follow up with each youth for a period of 90

days after their file is closed. Staff will then continue to perform follow-up services for up to 12 months after date of closure (following up during each of the first, second, third and fourth quarters). Consistent contact with each participant is an essential part of successful monitoring once a youth has exited the program. Staff perform follow-up calls more than is required as regular ongoing contact allows them to remain informed of any changes that may have taken place.

Our current approach to follow-up includes:

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

In addition, staff track the number of job seekers that have been exited on a monthly basis. Staff encourage exited job seekers to meet, set goals, follow-up on job leads, provide financial aid information, provide necessary counseling and give referrals to outside sources. Should past participants lose a job, we will help with job search assistance as well as offer supportive services through partner programs should they be eligible.

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

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

### **Required WIOA Youth Program Elements:**

**Outline how you will accomplish the year-round youth services identified within the Scope of Work and the fourteen (14) required WIOA youth program elements that must be provided to participating youth. Include how the services will help youth meet the primary objectives established by the Local Area, state and federal performance standards.**

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

<b>WIOA Youth Program Elements</b>	<b>Describe how, where, and who will provide elements</b>
1. Tutoring, Study Skills Training, & Instruction	To ensure success with educational goals, ACAs will engage youth early on by meeting with them regularly and earning their trust. Staff work closely with each youth to help increase each participant's performance at least one grade level, in reading and math. Initially,

	ACAs provide tutoring and help set up academic goals that are challenging, yet reasonable, based on each participant's initial assessment. Tutoring will be specifically geared toward each youth's area of deficiency helping them to reach their benchmarks.
2. Alternative Secondary School and Dropout Recovery Services	Alternative offerings and dropout recovery will be used as appropriate and when available. Alternative schools are a good source for cross referral and recruitment. Staff have worked with area alternative schools for years in our current service area. Outreach to alternative schools will complement academic enrollment.
3. Paid and unpaid work experience	Paid WEX will be provided either following academic attainment or in concurrence with academic or occupational education enrollment, whichever best fits the individual's needs. Pre-apprenticeship, internship, and job shadowing will also be offered depending upon availability and suitability of the participant. Staff will utilize their existing local employer base in the area to connect youth with jobs and are continuously seeking new employers to build new partnerships. Proteus is the employer of record and will work closely with the employer and youth participant to ensure a successful program outcome. The ultimate goal of each work experience is long-term employment.
4. Occupational skills Training	OST is available through local approved vocational schools or through enrollment in community college provided vocational training. Upon completion, documentation of skill competency with an industry-recognized certificate will be entered into the CalJOBS System, and training-related job placement will commence.
5. Education offered with workforce preparation and training for a specific occupation	As re-engagement in secondary or post-secondary education is a requirement for all enrolled OSY youth, education will run concurrently with most program activities. Co-enrollment with other educational offerings including alternative and adult school options with linkages between academic and occupational learning.
6. Leadership development opportunities	Building strong leadership skills is an important characteristic needed to help youth build their self-esteem and confidence to be good leaders. Leadership activities such as directed community involvement, volunteer work, attendance at local governmental meetings (city council, planning

	committee, local chamber of commerce, etc.) all offer potential leadership development opportunities. ACAs will act as mentors to help youth develop leadership skills. They will work on building confidence and self-esteem while providing opportunities for youth to become leaders in their communities.
7. Supportive Services	Youth need all the support they can get to encourage their re-engagement efforts. Employment related assistance such as background checks, supplies, or other materials needed for them to complete the program successfully will be offered.
8. Adult mentoring	ACAs will perform adult mentoring on an informal basis. This allows them time to assess the needs of the youth. As their time and activities in the program proceed, a more formal relationship may be developed depending on individual need. While in a work experience component, Worksite Supervisors will also act as adult mentors. This reinforces both relationships and increases employment retention as it provides for a role-model.
9. Follow-up services	Proteus understands that preparing youth for lifelong success requires more than just brief follow-up. For this reason, staff provide an extensive array of post-program services such as on-going support and counseling, assistance in the resolution of employment or education related issues, job search assistance should it be necessary. These services are available for a minimum of 12 months to help aid in academic success, ensure employment retention and the success of on-going mentoring relationships.
10. Comprehensive guidance and counseling	Youth staff provide comprehensive guidance counseling that addresses the holistic needs of the individual. Regular guidance and counseling are provided to youth to enable them to successfully transition to academic engagement, adult or post-secondary education, or employment, with the aid of referrals to other community agencies, when necessary.
11. Financial literacy education	This component covers the areas of basic finance, budgeting, managing credit, and good decision-making. We work with outside training resources such as EECU so youth can engage with financial experts. Youth complete an online program with an EECU financial expert through Zoom. Youth staff are then provided verification that youth completed the program.



12. Entrepreneurial skills training	Proteus works with the local Chamber of Commerce, Small Business Association, and seeks outside training opportunities that offer entrepreneurial skills training to help motivate youth working on their skills and attitudes. An emphasis on entrepreneurial networks helps youth connect with resources for information and advice from private networks (family and friends) through market networks (business collaborators) to identity-based networks (e.g. ethnic affiliation), etc.
13. Services that provide labor market information	An integral part of Proteus' career exploration counseling. Knowing what opportunities exist in their community and the amount and kind of compensation to be expected at different education levels is a prime motivator to youth who lack academic drive. This information is immediately available from O*Net, EDD, and is kept up-to-date through CalJOBS, as well as other online resources.
14. Postsecondary preparation and transition activities	The ultimate goal of our Youth Program for both, youth completing their High School Diploma/GED and those who already have, but have not been re-engaged in education at that level. As such, everything that the ACAs does becomes part of this element implicitly and includes assisting the participant to complete registration for colleges and applying for financial aid.

### **Performance Measures:**

Describe how you will ensure success in achieving each of the prescribed performance outcomes under the WIOA youth program:

- **Placement in Employment or Education (Second Quarter post exit)**
- **Placement in Employment or Education (Fourth Quarter post exit)**
- **Median Earnings**
- **Credential Attainment Rate**
- **Measurable Skills Gain**
- **Number Served**
- **Expenditures**
- **Work Experience Expenditures**
- **Training Related Employment**

To ensure that the following performance measurements are met: **Placement in Employment or Education** (2nd Quarter post exit & 4th Quarter post exit), **Median Earnings**, **Credential Rate**, and **Measurable Skills Gain**. The other performance

measurement outcomes are met by the follow ups conducted. The youth staff will work nontraditional hours to be able to contact the customer post exit to provide any necessary assistance to retain or attain a performance measurement and to obtain the complete information required to enter the follow up.

- **Measurable Skills Gain**

We enter this measurement in CalJOBS during the customer active enrollment into the program and applies to any customer enrolled into school or training. We will ensure that this measurement is met by running monthly MSG reports from CalJOBS and the ACAs will monitor their customer's caseload.

- **Number Served**

The number served is tracked by the Program Manager and staff internally. Program Manager utilizes reports provided by FRWDB and CalJOBS to verify numbers served. Program Manager and staff have internal discussions during staff meetings to review numbers served and to discuss actions necessary to increase numbers if needed.

- **Expenditures**

Expenditures are tracked by the Program Development Associate overseeing the program through our Accufund Database system. The Youth Program Manager utilizes the monthly Administrative report as well as the reports from CalJOBS, monthly FRWDB Financial reports, and staff meeting to review, discuss, and track expenditures. Program Manager also has their own internal system to track expenditures.

- **Work Experience Expenditures**

Like above Work Experience Expenditures are tracked by the Program Development Associate overseeing the program through our Accufund Database system. The Youth Program Manager utilizes the monthly Administrative report as well as the reports from CalJOBS, monthly FRWDB Financial reports, and staff meeting to review, discuss, and track expenditures.

In addition, Program Manager tracks their total Work Experience enrollments and expenditures to compare them to the PMP goals to ensure program goals are met.

- **Training Related Employment**

Training related placements adheres to the local guidance to ensure that all Youth who completed a training are placed in a job related to the training. All trainings and employment are tracked and case noted. For reporting purposes all successful completions are reported. Youth Program Manager reviews the FRWDB reports, CalJOBS, tracking spreadsheet/files, and contact with staff to ensure program success.

**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 and meet the WIOA Youth System Performance Goals. Include how you will balance positive and negative outcomes in order to achieve maximum performance results, and the process for determining individual exit strategies at the line staff and management levels.**

A monthly Performance Management Plan (PMP) has been established by FRWDB and Proteus to set-up and track the enrollment and exit goals based on the number of ACA working with youth program participants. In addition, staff meetings are held every month to monitor individual monthly goals, review new operational directives, identify potential problems and develop strategies to diffuse them. The EDA is held responsible for monthly enrollment goals and ACAs are responsible for identifying job seekers that are ready to be exited. Prior to exit, all identified files are reviewed by the Program Manager for compliance. The PM monitors files ready for closure to ensure that program goals and quarterly performance measures are attained. In cases where a job seeker is non-compliant or program objectives are not met, the supervisor makes every effort to ensure enough job seekers with positive outcomes are part of the closures in that same quarter to offset negative closures.

**Outline strategies to serve both IS and OS youth and how you will ensure that a minimum of 75 percent of participants served will be OS youth.**

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

Proteus will emphasize its focus to recruit OSY to meet the 75% youth enrollments and will track this through Performance Management Plans (PMPs) and funding source reports which are reviewed by youth program supervisors regularly. We also plan to continue to work with partners and participate in community events such as the Sanger Task Force, job fairs, health fairs, etc. to recruit new job seekers interested in the program. Additionally, we plan to utilize our MEC units at outreach events throughout the service area to recruit youth, post flyers, and utilize the Proteus' website, company newsletters, and local newspapers. Outreach material will be custom designed so it appeals to the OSY participant. Staff and program management will monitor recruitment to ensure the 25% ISY/75% OSY split. In addition, Proteus staff members work non-traditional hours such as evenings and weekends in order to meet outreach and enrollment goals.

**Describe how you will monitor these outcomes include tools you have developed internally and the FRWDB reporting and analysis tools.**

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

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

Regular staff meetings will incorporate discussion focusing on project implementation activities, barriers to successful implementation, project successes and outcomes, allocation of resources, and other related issues. All program staff will be familiar with Fresno Regional Workforce Development Board (FRWDB) policies, procedures and plans for continuous improvement. We will actively contribute to this effort – to lead and participate as requested – facilitating attainment of system goals.

**Describe your internal quality assurance processes, specifically continuous improvement, contract compliance, accurate data entry, performance management, quality systems management review, document control, and process compliance. Describe how you will incorporate local quality assurance processes and performance management processes to comply with the FRWDB policies and directives.**

Internal program control is essential in maintaining program quality and integrity. Internal quality control is achieved through team effort by staff from all levels. Proteus is governed by a local Board of Directors comprised of community leaders, employers and other business professionals, low income representatives, as well as representatives of the public. The Board of Directors meets monthly to review program activities, initiate corrective action, and ensure fiscal and program integrity. The organization's Corporate Council – consisting of the Chief Executive Officer, Director of Operations, Corporate Financial Officer and Chief of Corporate Relations/Human Resources Officer - meets weekly to discuss current organizational issues, address pressing concerns, plan and review programs, and ensure program and fiscal compliance. Various departments and units such as Planning, Budget, Operations, Fiscal, Information Systems, Monitoring and Reporting, Marketing, and Purchasing, work together with Divisions to support program staff in providing quality programs.

For all grant programs, Proteus' internal quality control includes a Monitor and Program Development Associates (PDA). Proteus' Corporate Monitor analyzes governmental regulations, performs programmatic evaluations, reviews and interprets Federal, State and County regulations, directives, contracts, and assists with developing corporate policies and procedures. The PDA analyzes historical and current financial and programmatic data to provide input into planning, implementation, monitoring, and improvement of grants. The PDA works directly with the Division Director, Area Manager, Program Coordinator, and Chief Operations Officer to ensure budget expenditures and program activities are carried out as stipulated by grant guidelines. In addition, monthly standard program reporting through the PDA report's desk analyzes program performance and requests corrective plans of action for improvements.

Proteus' fiscal system strictly complies with all applicable Office of Management and Budget (OMB) Circulars. We also closely follow program and fiscal guidelines of

federal, state and local funding sources in implementing grant programs. Our financial management structure is flexible and adaptable to the needs and requirements of different funding sources. We are able to quickly start up new programs, set up billing and payment processes, reports and fund allocation method as needed and required. Effective financial infrastructure and systems are in place to meet the needs of financially operating various programs. We will work closely with ETR staff to assure compliance with federal and state mandates and regulations and stay informed with the local workforce board's policies and rules. Our financial records are kept on a modified accrual basis using an electronic accounting software system. Accounts are organized based on funds and account groups, each of which is treated as a separate cost center. Each fund is accounted for with a set of self-balancing accounts that are composed of assets, liabilities, fund equity, revenue and expenditures.

Proteus' accounting system emphasizes internal controls consistent with procedures prescribed by sound business practices and federal regulations, particularly those prescribed by the United States Department of Labor guidelines. The internal fiscal control system includes specific policies and procedures for proper authorization of financial transactions, documented approval levels for purchases, a clear division of duties, budgetary and spending controls, and provisions for an audit trail to track financial transactions. A monthly Fund Balance Report is generated and contains detailed line item, contract-established budget amounts and related current month and year-to-date expenditures. Budget balance amounts and percent of balance are reported. A CPA firm that specializes in grant audits conducts our annual audit, as required by Federal regulations, and supplies the annual audit reports to each grantor. Internal fiscal control compliance is part of the audit review. The audit complies with the requirements of the Single Audit Act of 1984 and the provisions of OMB Circular A-133. The purpose of the audit is to obtain reasonable assurance about whether Proteus has complied with the requirements of federal and state authorities. Our last audit was conducted for the period July 1, 2013 through June 30, 2014. There have been no questioned or disallowed costs in all of our audits over the years. The Report's Desk, at the administrative office, sends out all funder mandated reports on a monthly basis. A copy of this report is provided to the Program Development Associate (PDA), Division Director and Area Manager. Audits are completed on an annual basis. The current *Statement of Financial Position* from the most recent audit report has been provided for reference with this proposal.

In addition to all of the aforementioned efforts to maintain quality assurance the Program Manager meets with staff and conducts case review as well as maintains oversight over the data entry and reviews the database reports as well as reports that have been or will be submitted to FRWDB to ensure accuracy.

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

Proteus will maintain a 1 to 5 ratio of management staff to direct Young Adult Services program front line staff members. Any issues that may arise concerning the appropriate management to direct line staff ratio will be discussed with Adult Division Director. Every effort will be made to ensure that the number of direct line staff is adequate to provide appropriate services to WIOA enrolled youth.

**Staff Development/Training:**

We believe that a staff member's education and experience directly affects their ability to perform the duties of their position. For this reason, we make every effort to hire staff that has experience working with youth, employers, and community partners. We believe strongly in professional staff development. This leads to improvements in practices and procedures among staff and partners. Professional development (Time Management, Leadership, Counseling, Excel, Marketing and others) through in-house and outside trainings will be available to ensure that our professionals are knowledgeable about resources and effective practices. In addition, all of our youth staff attends local WIB trainings, as well as, other state trainings.