

Exhibit B

Contract number	333-301
Program Year	2023-2024
Funding	301
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	\$214,373.99	\$71,458.00	\$285,831.99
2	Payroll Taxes	\$22,401.66	\$7,467.22	\$29,868.88
3	Fringe Benefits	\$37,729.33	\$12,576.44	\$50,305.77
4	Operational Costs	\$23,832.88	\$7,944.29	\$31,777.17
5	Indirect Costs (cannot exceed 10%)	\$33,148.65	\$11,049.55	\$44,198.20
6	Profit (cannot exceed 10%)	\$0.00	\$0.00	\$0.00
7	TOTAL FUNDING	\$331,486.51	\$110,495.50	\$441,982.02

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

A. What will be done?

As the current WIOA Youth Service Provider in East Fresno County, Proteus is proposing to continue to provide WIOA youth services to eligible in and out of school youth through this competitive solicitation. Proteus anticipates a seamless transition into the new contract period thus mitigating start up inefficiencies. Proteus is dedicated to providing an array of services to Youth and 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 we will provide including all 14 youth elements are outlined in detail under the Required WIOA Youth Program Elements. Examples of these services 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 is cognizant of the need to be cost effective and maintain quality, production and performance; therefore, Proteus will maintain a 1.26 FTE to 4 FTE ratio of management staff to direct WIOA Youth line staff. The following qualified, passionate and mission focused Proteus staff members include:

One (1) FTE Program Coordinator(PC), 0.1 FTE Division Director, and 0.1 FTE Division Area Manager, .06 FTE Program Assistant (Management Team): The Management Team (MT) will oversee the implementation and the performance of WIOA Youth Services Program, review and provide technical assistance to staff regarding accuracy of paperwork and program delivery system, and supervise program staff. The MT will provide eligibility and programmatic training to staff, reconcile performance monthly reports and prepare program performance and expenditure reports. MT will 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.

MT will review and certify customer registration forms for employment and training programs as well as review and approve customer timesheets and supportive services requests.

Three (3) Academic & Career Advisors (ACA): The ACA(s) will provide educational and job development skills to Young Adults 14 - 24 years of age, assess suitability for the program through entrance interviews and monitor each customer's progress through the duration of the program and create an Individual Service Strategy Plan setting Academic and/or Career goals for each young adult to accomplish. They will administer various assessment tests to evaluate basic skills, abilities, and interests and assist participants through supportive services if a need is identified. ACA will enter case notes on each young adult's progress and update plans as needed to align with changes in academic and/or career goals as well as establish work sites and place youth into work experience contracts based on their career interests and abilities. They will enroll youth into vocational training to acquire knowledge and skills necessary to obtain employment, so youth may achieve self-sufficiency. ACA will provide case management throughout youth program participation, to ensure youth achieves all academic and/or career goals while maintaining current case notes and documentation of all enrollments.

One (1) Employment Development Associate (EDA): The EDA will attend recruitment and outreach events in local schools, partner agencies, and community gatherings to promote the WIOA Youth Services program east of Fresno County. The EDA will conduct recruitment and orientation meetings to provide information on WIOA Youth Services, eligibility requirements, and our program delivery service system. The EDA will 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 (ISY): ISY are identified as Youth/Young Adults age 14-21 years' old who are enrolled in a Fresno County secondary and/or post-secondary school, are low-income, and meet one or more of the following barriers: basic skills deficient (requirement), English learner, an offender, homeless or runaway, foster care, pregnant or parenting youth, disabled or an individual who requires additional assistance to complete an educational program and/or gain employment. Current local policy dictates that all in-school youth must be basic skills deficient.

Out of School Youth (OSY): OSY are identified as a Young Adult age 16-24 years old, who is a Fresno County resident, is not attending school, not including Title II Adult Education, and meets one or more of the following barriers: a school dropout, a recipient of a secondary school diploma or its equivalent who is a low income individual and is basic skills deficient or an English language learner, an offender, homeless or runaway, foster care youth, pregnant or parenting youth, 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 WIOA Youth Services in rural East Fresno County east of the city limits of Fresno and Clovis and east of Highway 41 south of the Fresno city limits. These communities include Reedley, Selma, Sanger, Parlier, Orange Cove, Del Rey, Fowler, Yokuts Valley, and Kingsburg at the following location:

- Workforce Connection Parlier: 13660 Manning Ave #103, Parlier, CA 93648

Proteus will also maintain offsite locations at its own cost to allow for participant geographic accessibility and penetration into underserved communities. The goal is to mitigate undo barriers to program participation. The offsite locations will include:

- Sanger Service Center: 2570 E. Jensen Ave., Ste. 108, Sanger, CA 93657
- Selma Service Center: 3706 S. McCall Ste. 212, Selma, CA 93662
- Central Valley Resource Center (satellite office): 13700 E. Parlier Ave., Parlier, CA 93648
- Orange Cove Community Center (satellite office): 1705 S. Anchor, Orange Cove, CA 93646
- Reedley High School: 740 W North Ave, Reedley, CA 93654
- Eastside Educational Institutions: Available for WIOA Youth Services Program staff 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.

All orientations will be conducted using the FRWDB orientation videos, which can be viewed in person at one of our WIOA Youth Services offices or accessed remotely through the FRWDB website using a link provided by WIOA Youth Services program staff. Participants will complete the Appointment/Referral Request Form via the Workforce Connection website so WIOA Youth Services Program staff will receive notification to contact participants to complete the orientation process. 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, such as Proteus and other non-WIOA services available. During orientation, potential participants receive information on eligibility requirements, the process of being enrolled in the program, and the overall “service delivery system.” Additionally, information about the process and requirements to succeed in the WIOA Youth Services program is disseminated during orientation. This includes a detailed explanation of the activities and expectations for completing the academic and work readiness components.

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 WIOA Youth Services program to ensure we meet WIOA youth enrollment goals. This will be accomplished by attending rural area high school games, health and career fairs, back-to-school nights, fundraising, and other events in Eastern Fresno County. For In-School Youth, we plan to work with the high school counselors, teachers and school retention officers for direct referrals. Proteus will emphasize its focus on recruiting Out-of-School Youth (OSY) to meet the 75% of enrollments into the WIOA Youth Services program and its expenditure goals. Based on our prior experience providing the WIOA Youth Services program, we have discovered that many Youth/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 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, Bring Back Broken Neighborhoods Back to Life meetings, City Chamber Meetings, health fairs, job fairs, local adult schools/community college events, sporting events, malls, 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 WIOA Youth Services program printed flyers and/ or posters as well as any online recruitments via social media posts on Facebook, Twitter, Instagram, etc.

We will continue to promote the WIOA Youth Services program on our Proteus Company website. All marketing and outreach material will incorporate the updated WIOA Youth Services program Logo horizontal design and the updated WIOA Youth 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 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 have 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 viewed in person at one of our WIOA Youth Services offices or accessed remotely through the FRWDB website using a link provided by WIOA Youth Services program staff. Participants will complete the Appointment/Referral Request Form via the Workforce Connection website so WIOA Youth Services Program staff will receive notification to contact participants to complete the orientation process. 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, such as Proteus and other non-WIOA services available. During orientation, potential participants receive information on eligibility requirements, the process of being enrolled in the program, and the overall "service delivery system." Additionally, information about the process and requirements to succeed in the WIOA Youth 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 all youth seeking enrollment into WIOA youth services. The Entrance Interview is conducted after the WIOA Youth Services 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 WIOA Youth Services program requirements. Staff prepare the youth for the interview by ensuring that each youth receives a copy of the Entrance Interview Appointment and Rescheduling 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.

Youth recommended for services:

- a. The youth will review and sign the Summary Program and Complaint Filing Process form (QUA-031) and the Young Adult/Parent Contract form (REG-112). The purpose of the contract form is to confirm the youth commitment to participate in all required program activities.
- b. Staff will verify if youth has a CalJOBS registration. If there is no CalJOBS registration, the staff will assist the youth to create it.
- c. The youth will be scheduled for an eligibility appointment.
- d. The staff will use the YAS Universal Referral form (YTH-006) for any other referrals provided.

Youth **not recommended** for the program staff:

- a. The youth will be referred to other services available in the area.
- b. The youth will be provided with the contact information when the referral is to another agency.
- c. The youth will be referred to other appropriate community services based on their needs utilizing the Workforce Connection YAS Universal Referral form. (YTH-006)
- d. The youth will review and sign the Summary Program and Complaint Filing Process form. (QUA-031)

The staff will document case notes summarizing the outcome of the Entrance Interview in CalJOBS. The case notes will include the youth's responses and staff's observations. The staff will also document case notes in CalJOBS any referrals provided to the youth.

The staff will adhere to OD 08-21 (Young Adult Services Entrance Interview Process), and upload all required documents to the documents section of CalJOBS under the label of the Entrance Interview.

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 Employment Development Associate (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 file prior to final approval. FRWDB, State, and Federal policy will be followed when determining eligibility for WIOA services. In addition, required documentation is uploaded and kept in each person's 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 Academic and Career Advisor (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 skills of each young adult and document the results of the OA interview on the Individual Service Strategy Plan (ISS) when created. This information will help staff guide youth into appropriate activities and establish a relationship based on the common goal of successfully completing 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) test to measure math and reading basic skills levels. Once they complete the CASAS tests, each potential participant is scheduled for registration. Once registered, approved, and enrolled into the WIOA Youth Services program, each young adult completes an in depth assessment of academic skills and interests by utilizing approved assessment testing methods such as O*Net/Interest Profiler, Work Importance, and/or ACT WorkKeys Assessment. If a participant does not meet the required WorkKeys scores for their chosen 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 Academic and Career Advisor (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 the 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).

ACAs currently facilitate 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. Upon completion of each week of the Job Readiness Workshop, the ACA will complete the Job Readiness Workshop Participant Evaluation form. ACA will utilize this form to document youth participation and any areas of concern or failed modules. For areas of concern or failed module(s), the ACA will refer the participant to the designated point of contact for 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. ACAs attend community meetings/forums, job fairs, health fairs, and other community events to connect with local employers to establish new partnerships. In addition, if the youth expresses an interest in an employer not on the existing employer base, the ACA will contact the employer to inquire about and establish work experience opportunities. 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. ACAs develop a work experience agreement with the employer, which includes the Occupational and Educational components provided over the duration of the contract. To ensure these goals are met, each work experience participant has a midpoint and post evaluation completed by their employer. ACAs will meet with the youth to review the evaluation and address any areas of concern. To ensure the mandated 20% work experience goals are met, management staff will utilize Performance Management Plans and financial reports through I-Train, in addition to maintaining internal records, which document work experience costs, and include both direct and staff costs. Information from all sources will be reviewed and compared, to assess accuracy and determine actual costs. Furthermore, management staff and ACAs will review financial reports from the funding source. All documents will be reviewed and maintained to monitor expenditures, to ensure the financial goals are met.

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 to identify their interests and career goals. The ACA administers assessment tests, such as the O*Net Interest Profiler and Work Importance to identify the participant's occupational interests. In addition, WorkKeys assessments are utilized to determine the youth's skills and abilities. The results of these assessments are further analyzed when the youth completes the Career Track Application and finalizes their plan in the program; the Career Track Application allows the youth to research occupations, which includes information regarding required education and/or experience. Once the youth has chosen a primary occupation, the youth's interests and skills are compared to the chosen occupation, and the ACA and youth determine whether training is required for the youth to obtain employment. For those not at the required grade levels or minimum work keys scores, tutorials will be provided to improve their scores.

Once the ACA and youth have determined that training is required to obtain employment in their chosen occupation, the ACA provides the youth with information regarding available training programs on the Fresno Local Eligible Training Provider List. Included on this list are the low-cost training programs available at local adult schools and community colleges. In addition, the ACA will provide information on no cost trainings provided by the funding source, through special grants. The ACA will also encourage the youth to research any other low-cost or no cost training available in the local community. The youth will research a minimum of 3 training programs, utilizing school websites and/or CalJOBS. When the youth has identified the training program they wish to attend, the ACA will schedule a school tour for the youth.

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.

To ensure the youth is engaged and provided the appropriate Job Ready services, the ACA will work closely with the youth on a one on one basis. The ACA will utilize this individualized case management to identify areas of need, and provide the necessary support to prepare the youth for employment. Youth will be provided assessment tests to determine their employment and/or career goal. To develop soft skills, knowledge and abilities of the workplace, 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 through an employment interview successfully. The ACA will assist participants with comprehensive job ready preparation, such as creating a portfolio, which includes a master application, resume, cover letter, copies of attained certificates, high school diploma, and example interview questions. The ACA will also conduct a mock interview with the youth and complete a job ready checklist, to ensure the youth has successfully completed all required activities to be determined job ready.

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 review with OSY the long-term financial stability correlated to different levels of skills attainment in hopes OSY goes beyond 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 out-of-school youth to set up academic goals that are challenging but reasonable, based on each participant's initial assessment. ACA's 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 be informed of the full array of services available through the WIOA program, along with an explanation of the service delivery system. Staff will also provide information covering services offered by other agencies and organizations that include local adult schools, Department of Rehabilitation, Department of Social Services, Proteus and One-Stop Resource Rooms (for those requesting job listings or other basic career services) as well as an explanation of the benefits of utilizing these additional resources. Staff will continue to include sector-based information in orientations.

Proteus will utilize the Unite Us Platform to assist in streamlining the referral process to other local social service providers or resources that will assist our participants with reaching their goals. The Unite Us Platform will refer program participants and track their outcomes for all referrals and services. Youth program staff will ensure that successful referrals are made to appropriate services either within the WIOA services delivery system or within 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 and will act as a liaison between the youth participant and the agency referred to and will continue to follow up or make additional referrals where necessary.

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.

To ensure proper contact is maintained during the 90-day post closure period, and that the youth is well informed of the closure, exit, and follow-up process, the ACA will complete an exit interview with the youth, through which they are provided information regarding the follow-up process. The ACA verifies that the youth understands the information and is in agreement, and provides the youth with an exit packet outlining the process as well. Once the youth's file is closed, ACAs will begin the follow-up process by contacting the youth once a month for the 90-day post closure period. During this time, staff will contact the youth directly, or by utilizing family/friend contact information. Staff will then continue to perform follow-up services for up to 12 months after the 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 utilizing the following methods: working non-traditional hours (contacting youth in evenings and over weekends), contacting family/friends, conducting home visits, contacting employers and/or schools on record for the youth, and verifying employment through the Work Number. 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.

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.

WIOA Youth Program Elements	Describe how, where, and who will provide elements
1. Tutoring, Study Skills Training, & Instruction	To ensure success with educational goals, ACA will engage youth by meeting with them regularly and offering assistance as needed. Staff will work closely with each youth to help increase each participant's performance at least two grade levels, in reading and/or 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. Lessons can be completed in office, or remotely at the participant's residence. If youth is completing remotely, staff will be available to assist if necessary.
2. Alternative Secondary School and Dropout Recovery Services	Alternative Secondary School referrals and Dropout Recovery Services will be utilized to encourage Dropout youth to improve their academic attainment. Staff will review labor market information with youth, to demonstrate the necessity of obtaining High School Diploma and/or GED equivalency. Staff will maintain contact with local Alternative Secondary Schools and Adult Schools, so they may provide the referrals as needed.
3. Paid and unpaid work experience	Paid Work Experience 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	Occupational Skills Training is available through local approved vocational schools or through enrollment in community college provided vocational training. Staff will work closely with youth to ensure successful completion of the training program. 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	ACAs will work closely with youth to assess their needs and provide assistance as necessary. ACAs will provide supportive services to eligible youth to assist them in successfully completing program objectives. Assistance can include background checks, tools, work attire, physical, drug test, or any additional requirements to obtain and/or maintain employment.
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

	<p>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.</p>
10. Comprehensive guidance and counseling	<p>Youth staff provide comprehensive guidance counseling that addresses the academic, employment and holistic needs of the individual. Regular guidance and counseling are provided to youth to enable them to successfully transition to academic engagement, adult/post-secondary education, and/or employment. Staff will provide referrals to substance abuse counseling, mental health counseling, or other partner programs when necessary.</p>
11. Financial literacy education	<p>Staff has established relationships with outside training resources such as Educational Employees Credit Union so youth can engage with financial experts. Youth take part in an online program with an EECU financial expert through Zoom. This component covers the areas of basic finance, budgeting, managing credit, and good decision-making. Once they complete the online classes, youth staff are provided verification.</p>
12. Entrepreneurial skills training	<p>Staff 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.</p>
13. Services that provide labor market information	<p>An integral part of Proteus' career exploration counseling is knowing what opportunities exist in their community and the compensation to be expected at different education levels. This is a prime motivator to youth who lack academic drive. This information is immediately available from O*Net, Employment Development Department, and is kept up-to-date through CalJOBS, as well as other online resources.</p>

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.
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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**

Staff carefully review all potential closures 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**. ACAs submit potential closures with all necessary information regarding employment, education, certificate attainment, MSG, and wages, so management staff may review and determine if performance measurements are met. Management staff utilizes local KRAs and internal reports to ensure all information is accurate, and that the required performance goals are achieved. During the follow-up process, ACAs verify if the youth has maintained their employment and/or education status, to assess whether the 2nd quarter and 4th quarter post exit measures are met. In addition, staff will utilize this process to claim Measurable Skills Gains or Credentials if they were unable to obtain them during the youth's enrollment. The youth staff will work non-traditional hours to be able to contact the youth 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. Furthermore, in regards to the Measurable Skills Gain, staff will ensure this measurement is attained during the program fiscal year, for any youth attending school and/or training. We will ensure that this measurement is met by running monthly MSG reports from CalJOBS and the ACAs will monitor their participants' caseload.

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 the ACA is responsible for identifying job seekers that are ready to exit. Prior to exit, all identified files are reviewed by the Program Coordinator(PC) for compliance. The PC 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 25% 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 participate in community and school events such as sporting events as well as regional malls to outreach 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 Key Results Area (KRA) and follow up reports. From these staff meetings are held to review the reports which we then compare to the FRWDB reports to make sure the outcomes are accurate. KRAs are another name for performance measurement reports. The follow-up reports refer to the quarterly retention follow-up results, which we keep record of.

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

Regular staff meetings 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 are familiar with Fresno Regional Workforce Development Board (FRWDB) policies, procedures and plans for continuous improvement. We 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.

Administrative Oversight: 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 composed 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 Board's Finance Committee meets with the Executive Leadership Team on a monthly basis. The organization's Executive Leadership Team consisting of the Chief Executive Officer, Director of Operations and Corporate Financial Director 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 Human Resources, Planning, Budget, Operations, Fiscal, Information Systems, Monitoring and Reporting, Marketing, and Purchasing, all work together with Divisions to support program staff in providing quality programs.

Fiscal Accountability: For all grant programs, Proteus' internal quality control includes a Corporate Monitor. 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 Community and Workforce Development Division Area Manager analyzes historical and current financial and programmatic data to provide input into planning, implementation, monitoring, and improvement of grants. The Area Manager works directly with the Division Director, Program Manager, and Director of Operations to ensure budget expenditures and program activities are carried out as stipulated by grant guidelines. In addition, monthly standard program reporting through the 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 FRWDB 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, 2020 through June 30, 2021. There have been no findings or disallowed costs in all of our audits over the years. 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. The following are items that assist to ensure contract compliance, quality of services, continuous improvement, data accuracy, and timelines, as well as continuous feedback for improvement:

- **Program Management Systems:** Proteus utilizes various program management systems to collect and report data required. Systems include CalJOBS, Proteus One-Stop Systems Exchange (POSSE) (our internal case management system), and AccuFund (Accounting Management System). These systems facilitate rapid and accurate compilation of project statistics monthly, quarterly and annually. Reports can be pulled at a moment's notice from all offices within the organization, even remote locations.
- **Staff Meetings:** Regular staff meetings incorporate discussion focusing on project implementation activities, barriers to successful implementation, project successes and

outcomes, allocation of resources, and other related issues. Comprehensive oversight, ongoing communication and appropriate staff assignments will ensure that steps will be taken to make necessary modification based on discussions.

- **Continuous Feedback:** Through these systems, procedures are in place for ensuring continuous feedback and improvement, including comprehensive evaluation activities. Additional means for ensuring continuous feedback and improvement include the following: on-going evaluation of goals and objectives, relationships with other programs with similar missions, feedback, and satisfaction surveys.

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 1.26 FTE to 4 FTE ratio of management staff to direct WIOA Youth Services program front line staff members. Any issues that may arise concerning the appropriate management to direct line staff ratio will be discussed with the Community and Workforce Development 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. The majority of the staff are long-term staff with many years of experience.

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.