

Exhibit B

Contract number	
Program Year	2023-2024
Funding	WIOA
Modification #	

Name of Agency	FRESNO ECONOMIC OPPORTUNITIES COMMISSION
Name of Program	YOUTH PROGRAM - URBAN EAST

Line Item	Operational Budget Summary	Out of School	In School	Total Agreement Amount
1	Staff Salaries	\$455,649	\$151,883	\$607,532
2	Payroll Taxes	\$43,075	\$14,358	\$57,434
3	Fringe Benefits	\$102,774	\$34,258	\$137,032
4	Operational Costs	\$6,547	\$2,182	\$8,729
5	Indirect Costs (cannot exceed 10%)	\$60,805	\$20,268	\$81,073
6	Profit (cannot exceed 10%)	\$0	\$0	\$0
7	TOTAL FUNDING	\$668,850	\$222,950	\$891,800

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

A. What will be done?

The Fresno Economic Opportunities Commission (Fresno EOC), in collaboration with community partners, proposes to provide In and Out of School Youth (ages 14 through 24) with educational, employment, and training opportunities to facilitate their successful transition into adulthood and self-sufficiency through the Fresno Regional Workforce Development Board's Youth Services Model. Over the past three years Fresno EOC has developed and launched our new Education to Career Collaborative Service Delivery Model. This model engages both our internal and external partners, including those with the American Job Centers of California. Under this model approximately ten different programs under the Fresno EOC umbrella of services that work with youth and adolescents will focus all resources to triage the needs of participants by evaluating opportunities to tap into the agency's comprehensive range of services at various entry points throughout our delivery system.

These programs have established co-case management meetings that are held weekly to discuss caseloads, needed services for youth and resources available through each partner representative. This system has developed a flexible high school credit based service strategy incorporating a career technical education format utilizing various assessments (personal, family, academic, and career), counseling/guidance, social/life skills development, incremental incentives, career exploration activities, career preparatory/soft skills development activities, community service projects, educational classes articulated with work based activities, and career focused certificated training opportunities. Internal Partners have established scheduled rotational staff presence at each site to interact with youth populations served; developed staff to staff peer professional relationships and created a comprehensive community of internal collaborative practitioners unified in the holistic provision of services to youth jointly served. Services that are provided include academic tutoring, alternative education, health services, recreational activities/events work preparation classes and job readiness workshops, career exploration and planning, exposure to post-secondary opportunities, work experience, project-based training, leadership development, mentoring, occupational training, job placement assistance, parenting skills development services, life skills preparation, support services, and follow-up and retention services.

B. Who will do it?

Fresno EOC has been successfully providing youth services within the Fresno community for over 43 years and has been the local Workforce Investment Act/Workforce Innovation and Opportunity Act (WIA/WIOA) provider of services to in-school youth and out of school youth for the past twenty-two years with a strong track record of delivering results through its Employment and Training Department and Training and Employment Services Division. Fresno EOC will

be responsible for the provision of services to in and out of school youth within the Urban East. Fresno EOC leverages the services of its one stop community partners along with its internal programs., as explained in greater detail on pages 6 and 7 of this statement.

C. Who will receive the services?

Activities will be provided to a minimum of 396 in and out of school youth defined by the following two cohorts: (1) in school youth ages 14-21 and (2) out of school youth ages 16-24. In modeling universal access to all youth, full-service activities have been designed for WIOA eligible participants with modified program offerings for non-WIOA youth. Fresno EOC's internal and external partnerships will provide a comprehensive service structure to serve youth who may be homeless, offenders, dropouts, pregnant/parenting teens, disabled youth, and youth in foster care residing or attending high school within Urban East area. Under these identified populations, Fresno EOC will ensure that "the most in need" basic skills deficient youth will be registered for WIOA services. The most in need determination looks at poverty levels, drop out status, teen parenting situations and more.

D. Where will it be done?

Services under this proposal will be provided to youth at the following locations:

- Urban East AJCC
(Shaw and Sixth)

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.

The Urban East Youth Services Program serving both in and out of school youth, will provide necessary training, education, employment and follow up services leading towards self-sufficiency. Fresno EOC has developed and adopted the Education to Career Collaborative Service Delivery Model to provide a comprehensive array of services to eligible youth. This model includes the provision of co- case management meetings held weekly to discuss caseloads, needed services for youth and resources available through both internal and external partners. These resources include utilizing various assessments (personal, family, academic, and career), counseling/guidance, social/life skills development, career exploration activities, career preparatory/soft skills development activities, community service projects, educational classes articulated with work based activities, and career focused training opportunities. . The model connects participants in meaningful ways with comprehensive

supportive services geared toward helping resolve their barriers. Barriers may include limited/no work experience, low literacy skills, unstable housing, and unreliable or transportation, among others. It is the Education to Career Collaborative Service Delivery Model design and focus to integrate youth serving programs within Fresno EOC under a singular vision to comprehensively engage youth and facilitate their transition towards personal empowerment and self-sufficiency.

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.

Fresno EOC will conduct and coordinate all outreach and recruitment activities, including identification of in and out of school youth (14 to 24 years old) for potential participation in program services. Each of the ten partner programs performs an assessment for the youth they serve. The Accountability Review Team in Fresno EOC's Training and Employment Department will ensure appropriate levels of compliance with WIOA regulations and coordination between programs so that youth are aware of the opportunities with the program. Additionally the program will utilize the agency's social media platform including 14 separate Facebook pages and three Twitter accounts to further spread the word about the program services. Information will also be made available to family members and the general public regarding guidelines for enrollment including discussions related to program services offered and eligibility requirements associated. Targeted outreach will focus on youth who currently reside in or attend high school east of Highway 41 within the Fresno City limits. Outreach efforts will incorporate various communication and recruitment avenues available through community announcements, posting of program flyers and posters, school counseling staff referrals, along with utilizing the Community Bulletin Board, Public Service Announcements, and Public Meeting Forums. Community and School site staff will be advised of the program eligibility requirements, application process, services available, and will be encouraged to provide this information to youth that would qualify and benefit from program enrollment. Program presentations will be made by the Fresno EOC Outreach and Recruitment Specialist at the beginning of the program year advising collaborative partner staff of program opportunities available to eligible youth, as well as throughout the year as requested by either internal or external partners. Presentations will also be conducted to youth through high school graduate focused events, community events, and internal program partnership locations. The Fresno EOC Program Outreach and Recruitment Specialist will utilize internal programs as a major recruitment venue for identifying and serving out of school youth. These venues include Fresno EOC Sanctuary Outreach to the Streets Program and Youth Shelter, School of Unlimited Learning (SOUL) Charter School, Adolescent Family Life Program, Homeless Drop in Center, and the Local Conservation Corps (LCC), and the Street Saints. The Street Saints

form bonds with at risk youth during middle school, and then through a FUSD contract maintain these relationships as they attend high school. In addition to all of these programs that have a long and successful history serving youth, Fresno EOC is also a Partner under the Local AJCC Operation Memorandum of Understanding. It will continue to utilize the referral mechanisms already embedded. Specific measures will be incorporated to reach special needs youth groups including homeless, offenders, dropouts, pregnant/parenting teens, disabled youth, and youth in foster care. These measures will include utilizing the Fresno EOC Runaway and Homeless Youth Programs to identify and recruit homeless youth through their nightly travels throughout specific sectors of Fresno where homeless youth frequent and the Fresno EOC Overnight Youth Homeless Shelter to identify and recruit youth. The Fresno EOC Adolescent Family Life Program will be utilized to identify and recruit pregnant/parenting youth through formally established referral mechanisms and joint orientation sessions to be conducted. Fresno EOC has also elicited the assistance of our Low Income Home Energy Assistance Program and multiple Women, Infant, Children Nutrition Centers to further extend outreach efforts and provide services to the eligible family members. All of the above referenced partnerships were established because of the multitude of out of school youth ages 16 to 24 who frequent their locations. Collectively all of the programs and entities listed in this section serve in excess of 5,000 youth annually. This potential pool of youth will certainly ensure that Fresno EOC is successful in achieving all outreach, recruitment and enrollment goals. The recruitment process will also look at a career interest inventory for the youth in the program. The program will seek to reduce barriers by addressing issues like transportation and child care. Overall targeted outreach and recruitment activities will be planned in sufficient levels required to facilitate the actual enrollment of services to be provided to a total of 396 in and out of school youth.

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

Fresno EOC has assembled a team of highly skilled and knowledgeable Business Account Specialists (BAS) and Academic and Career Advisors (ACA) who jointly work to identify and recruit employers and establish employment opportunities within the following industries: Healthcare, Construction and Trades, Manufacturing/Water Technology, and Logistics and Distribution. Joint meetings are held regularly to discuss these industry sectors and the associated employment requirements. Our BAS and staff from the FRWDB Business Services Center communicate regarding sector strategies and hiring opportunities for the older youth that we serve. The Accountability Review Team (ART) also provides ongoing training to staff utilizing employer representatives from each industry sector listed above. The program will also engage local manufacturing alliances and local chambers of commerce.

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.

Fresno EOC as the current provider of Young Adult Service services in the Urban East conducts both scheduled and unscheduled group orientations multiple times each week, plus for those interested parties who happen to walk in, we have staff available to provide one on one orientation as needed. The orientations include the script as defined by the FRWDB plus the pre-application information. All activities and expectations, and requirements for completing the academic and work readiness components are outlined in the mandated script. Those interested and suitable for the YAS services are then offered an appointment to return to begin the eligibility process within the next week. Each of our internal partners also provide orientations as well.

- 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.**

Upon the initial contact with an interested youth, Academic and Career Advisors engage the potential participant in a Youth Entrance Interview with questions that will assist in determining the participant's needs and commitment to the program. The entrance interview is a two sided conversation, one to ensure that this program is the right fit for the youth in question and two to gage the youth's commitment to following through with the rigors of the program. If the potential participant and the Academic and Career Advisor both are in agreement then the pre-application packet is given to the potential participant and referred to the Program Assistant in the above paragraph.

- 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.**

Fresno EOC has established our Education to Career Collaborative Service Delivery Model. Under this model all Fresno EOC youth serving programs focus all resources on triaging the needs of participants at entry points throughout the agency. These programs have established co- case management meetings held weekly to discuss caseloads, needed services for youth and resources available through each partner representative. We utilize the FRWDB approved Release of Information so the youth can consent for the various programs. We also partner with the career and guidance counselors at each school site where we have youth engaged. We also work closely with our sister providers within the YAS

system to ensure that the location of service delivery suits the need of the participant and we share potential participants based on the individual's request.

- 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.**

In accordance with the current Operational Directive (Fresno County Title 1 Eligibility TAG), Fresno EOC Program Assistants will be responsible for conducting eligibility determinations on all potential participants. This work will be reviewed by the Fresno EOC Employment and Training Accountability Review Team, that will consist of administrative, programmatic, and management staff to ensure that not only are eligibility criteria met but are also properly documented. Eligibility determinations will be conducted as often as necessary as determined by enrollment goals. As a part of meetings with prospective participants, Academic and Career Advisors (ACAs) will provide a pre-application as part of the Youth Entrance Interview which will be required to be submitted. Once the completed pre-application is forwarded, the Program Assistant will develop an additional individualized list of required documentation that will be sent to the youth along with an intake appointment letter. These documents will be used to verify age, residency, family size, household income, and legal right to work requirements. Fresno EOC Program Assistants will be responsible for conducting eligibility and the initial assessment of high-risk factors, such as basic skills deficient, pregnant or parenting, homeless, etc. Once a participant is found eligible then the Program Assistant will enter all required information into the mandated CalJOBS system as per the current Operational Directive. Ineligible youth for WIOA services will be referred to internal and external partners.

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

Academic and Career Advisors engage the participant during the initial IEP development in determining the goals to be inputted into the Objective Assessment section of CalJOBS. This interview is an inclusive conversation to gauge where the customer is at right now and where they wish to go in the future along with pathway mapping being started. Short term goals to achieve long term objectives are discussed and planned out then recorded into the CalJOBS system. Barrier identification and preliminary obstacle elimination is part of this planning process.

- 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.**

Basic Skills Assessment (CASAS) will be scheduled by staff during the eligibility determination and certification process at the request of the Academic & Career

Advisor. Basic Skills assessments for in and out of school youth will take place on school campuses or in designated neighborhood locations, during regular office hours, evening hours, student lunch periods, and/or after school. Assessment activities will be designed to obtain all basic skills information needed for the completion of the Individual Service Strategy. The Basic Skills assessment for in and out of school youth will include the FRWDB approved CASAS assessment tool. Areas to be assessed will include reading and math proficiency. The Individual Services Strategy will include long- and short-term educational goals, barriers, supportive service needs, timelines, and specific services that will be required for the youth. Based on assessment test results, staff will initially complete the Individual Academic Plan portion of the overall Individual Service Strategy. All Fresno EOC ACA staff are CASAS certified proctors. Career assessments will be scheduled after each participant's successful achievement of Basic Skill/Literacy goals. The Employment Readiness Instructor and/or Employment Readiness Workshop Assistant will conduct career assessments upon the request of the Fresno EOC ACAs. Career assessments (O*net and Work Keys) for all in and out of school youth will take place within two weeks of completing the workshop. Assessment activities will be designed to obtain all career related information needed for the completion of the Academic & Career Assessment Report. The assessment for younger in school and out of school youth will include the utilization of the O-Net Interest Profiler and Work Importance Profiler assessment tools. Assessments for older out of school youth will include the utilization of FRWDB approved Work Keys, which includes the following assessment components: Mathematics, Workplace Document, Graphic Literacy, Reasoning, and Vocational Interest. Based on Career Assessment results, ACAs will continue to develop the ISS as a part of meeting with the youth.

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.

The ACAs will be responsible for the determination of services leading to the co-case management with our internal and external partners creating a comprehensive pathway for the development of the Individual Services Strategy (ISS). The ISS will be a fluid document based on the changing needs and interest of program participants. Updates may be necessary based on performance in workshop, work experience or any other activity geared toward skills development. The intent of the ISS is to develop a plan that will help the youth to further their skills as they seek to secure employment. Using the information gathered during the initial meeting for the ISS, the ACA and the youth will discuss the physical, emotional, and functional aspects of preparing to enter the workforce. Discussion points that are covered in this

interview include the participant's personal information, disability status, results from the objective assessment, employment and certificate history, education, results from the career assessments, challenges and barriers, their goals in the program, their future career goals, and a review of the participants current budget.

The ACA's will also conduct the following services with each participant as needed:

- Meet with youth on a regular basis for tutoring, strategizing, counseling, and academic planning and the development of dropout prevention strategies, if necessary.
- Provide counseling and guidance resources to assist youth regarding college majors, admission requirements, entrance exams, financial aid, trade, vocational or technical schools, apprenticeship programs or unsubsidized employment based on their ISS and career direction. We will incorporate input from the education to career model representatives.
- Utilize the Local Market Information (LMI) demand occupation list, career ladders, personal profile reports, career interest and work importance profiles, and conduct in-depth consultative interviews.
- Monitor each youth's progress towards their goals including ongoing discussions about their continued career interests along with making adjustments to the ISS in career focus.

Fresno EOC will provide guidance to all out of school youth at all designated neighborhood locations and in school youth at regular mainstream campuses where 10 or more students are being served throughout Urban East area. Fresno EOC will refer non-WIOA youth to designated neighborhood locations for counseling and guidance services as needed.

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).

Fresno EOC will provide the Job Readiness (JR) Workshops incorporating the FRWDB mandated IMAGO workshop curriculum designed to assist youth in not only worksite preparation but in how to engage their peers, communicate with authority figures, develop better work ethics and how to communicate in a professional manner. Fresno EOC will also invite a rolling list of employer guests to present to the youth. It would also enable the youth to benefit from their dynamic workforce experiences. There will also be field trips to employers to learn first-hand what occurs and how best to prepare for a career. That real world perspective will be balanced with skill enhancements such as Adaptable and Productive Problem Solver where participants develop skills in collaboration, organization, systems and critical thinking. The workshop group will work together on collaborating as a functional unit spending time on teamwork, empathy, communication skills and most importantly on listening skills. The group and facilitator reconvene for a second week of courses building on the soft

skills learned the previous week. These courses include: Responsible and Ethical Decision Maker in which the class explores engagement, fairness and judgment, values and attitude and above all self-control. The group then moves into the Life Skills and Personal Development components where as a group they work on how they present themselves to others, goal setting and team work. The course focuses heavily on the soft skills but ends with the development of a resume. The Fresno EOC JR Workshop listed above is provided to all in and out of school youth. Exposure to a variety of innovative experiences is a program strength.

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.

Fresno EOC has an aggressive outlook on providing work based training/occupational learning opportunities. We lead the youth through the FRWDB Youth Customer Flow which allows for work based training/occupational learning for each youth upon completion of the eight day job readiness workshop. Most of the youth in Urban East are from multigenerational under or unemployed families where going to work every day may not be the norm. As such we maximize the opportunity to provide work based training and wage earnings to these youth. The Program Assistant III is the primary person responsible for identifying appropriate work sites, matching youth to those opportunities, completing contract and training agreements, setting up payroll information, providing supervisor/participant orientations, picking up time and attendance records and monitoring participant progress on a bi-weekly basis to ensure training is being provided in accordance with the training agreement established. Fresno EOC maximizes its joint partnerships with organizations that allow opportunities in industries like healthcare, construction and trades, manufacturing, logistics and distribution, and Information Technology. Academic & Career Counselors routinely emphasize these industry categories and assist with navigating customers towards careers within these fields. In order to ensure that the 20% work experience expenditure goal is met, Fresno EOC has established weekly management forecasting meetings where actual expenditures are reviewed, and planning additional work based training/occupational learning opportunities is conducted.

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.

The Fresno EOC Academic and Career Advisors (ACAs) will, as a part of the electronic career interest inventory and assessment process, evaluate the strengths, attributes and interests of youth to determine appropriate career paths and required skills. They will encourage youth to consider entry into the FRWDB identified demand occupations (healthcare, construction trades, manufacturing/water technology, and logistics and distribution). Once required occupational skills are identified, low or no cost skills training opportunities will be provided by the appropriate training provider (LCC, VAC, Fresno Adult School or State Center Community College District) through referrals by ACA staff based on youth training needs. LCC and VAC have direct relationships with local Unions and Apprenticeship Programs who are committed to hiring youth who complete training successfully. ACA staff have experience in working with these institutions. These partnerships are part of the Education to Career Collaborative Service Delivery Model. One of the ways we will guide youth into low cost and/or no cost training with local adult schools and community colleges will include facilitating scheduled ACA and youth visits to these institutions with overviews of training opportunities. Additional low/no cost training opportunities developed under this proposal include Fresno EOC's Transportation Department Class B License preparation training. This training has been developed in alignment with hiring needs in the Fresno EOC Transportation Department. Fresno EOC also hires numerous training graduates through our Solar Installation/Weatherization contract. Our Food Services division also provides training in Food Handling. All trainings provided are recognized certificated 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.

Fresno EOC staff will follow the Operational Directives and Policies of the FRWDB and will be assisted by the Fresno EOC Employment and Training Accountability Review Team (ART). ACAs will ensure that participants follow the appropriate customer flow requirements for both in-school and out-of-school youth. The participants will be instructed on the soft skills in the Job Readiness and Interview Preparation Workshops. If continued job readiness skills upgrades are necessary, we will make arrangements to enroll the youth in online courses focused on soft skills development. The established FRWDB customer flow also offers career exploration opportunities developed by the Business Account Specialist where the youth can get hands on soft skills needed to further develop employment readiness. If specific industry training is needed as determined by the ACAs, BAS and the youth, courses will be offered by one of our educational partners or Workforce Connection's One-Stop Eligible Training Program List (ETPL). If a participant does not meet the academic requirements for a specific occupation, remediation tutoring is set up with the youth. If a youth's initial career goal is something that is not necessarily obtainable, then we address the occupational goal by looking at the career ladder for that industry and discuss focusing on an introductory rung of the ladder that the youth may be able to

continue to grow in that career field. Constant communication is key to building up a trusting rapport between staff and the youth we serve.

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.

For youth needing assistance with returning to high school or accessing alternative education, ACA staff will evaluate their academic needs and assist with referrals and enrollment into the appropriate educational program. Fresno EOC has an established linkage with all mainstream high schools in the districts. This linkage provides for expedient referral of youth drop outs back to secondary education. For youth not traditionally successful with mainstream education, Fresno EOC will provide alternative education opportunities. Fresno EOC has operated the School of Unlimited Learning (SOUL), serving youth 13-19, for 20 years. This unique school provides enhanced one-on-one instruction and various project-based activities which successfully re-engage younger youth with education. The Youth Build Charter School, serving youth 18-26, has been operated by Fresno EOC for the past eight years providing one-on-one instruction to older youth coupled with exposure to the world of work through internship and career exploration. Both of these programs will be utilized to further assist youth with returning to and completing secondary education. This integrated approach is part of our Education to Career Collaborative Service Delivery Model.

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.

Our staff are quite fluent in the services provided by the other One-Stop Partners/Service Providers, FRWDB Board, the community at large, and through Fresno EOC's wide network of programs and services. Through linkages, Fresno EOC routinely provides information and the full array of services offered during the orientation session held at the beginning of the program. A formal referral system has been established with partners that include an electronic referral, notification of scheduled appointment and acknowledgement of enrollment or co-enrollment of youth referred. Fresno EOC is a national partner of the US DOL YouthBuild consortium, offering vocational and educational skills to 18-24 year old youth in Fresno County and operates two Charter High Schools serving youth populations. Additionally, Fresno EOC is an integral partner in the provision of services in alignment with job opportunities within High Speed Rail work being conducted locally. Most recently Fresno EOC has launched our pre-apprenticeship training program through Valley Apprenticeship Connections, which has a 95% placement rate with an average wage of \$24 per hour.. The

Urban East Youth Services Program being proposed has a direct partnership with all service strategies highlighted above.

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.

As a part of managing the post-exit caseload, the staff will be required to contact, by telephone or letter, post-exit participants on a weekly basis for a 12-month period to ensure continued educational and career advancement is being achieved. As contacts are made, staff are required to document in the post-exit files the results plus any changes to contact information. If issues are noted, the staff will be required to notify the originally assigned ACA who will then be responsible for any required resolution such as additional job placement services, post-secondary school counseling, and counseling for Financial Aid. This process will also be reviewed by the EOC Accountability Review Team (ART).

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	Tutoring, Study Skills Training, & Instruction is provided in concurrence with the updated Operational Directive either in person or via distance learning dependent on the customer's choice under the tutelage of an Academic and Career Advisor
2. Alternative Secondary School and Dropout Recovery Services	Academic and Career Advisors work on a case by case basis with each customer in need of credit recovery and the educational institution of the customer's choosing
3. Paid and unpaid work experience	Business Account Specialist present work experience opportunities to the customer based on the occupation industry choice for either a paid wex or unpaid shadowing.
4. Occupational skills Training	ACA staff refer customers to the institutions offering the course that the customer desires, customer does their research on the setting and institution of their

	choice which in turn continues the ITA process
5. Education offered with workforce preparation and training for a specific occupation	ACA's assist the customer in those occupations where prerequisite courses are required with guidance on where and how to access the preliminary education.
6. Leadership development opportunities	The Academic and Career Advisors refer the customers to leadership development opportunities as they arise. We also coordinate with other Fresno EOC programs that offer leadership development to have our students participate.
7. Supportive Services	The ACA and the customer determine what supportive services are necessary for customer's success
8. Adult mentoring	Mentoring is offered with the ACA but the Director meets with customer's as needed. We also refer to internal partners depending on the customer's targeted needs
9. Follow-up services	The Quality Assurance Manager and program staff conduct follow up with referrals back to the ACA or BAS dependent on need
10. Comprehensive guidance and counseling	Our Program Manager holds a PPS as part of her Master's and is able to assist the ACA in guidance and counseling. Fresno EOC employs staff that have their MSW or MFT if necessary for referral
11. Financial literacy education	Our Access + Capital financial arm is able to provide this no cost course to our customers upon request
12. Entrepreneurial skills training	Again the Access + Capital program has business plan courses that are at no cost to the customer.
13. Services that provide labor market information	Our Business Account Specialists are all familiar with the DOL and EDD Labor Market Information. The Director has direct access to DOL BLS staff in the local area and at Region 6
14. Postsecondary preparation and transition activities	The Academic and Career Advisor's assist customer's transitioning or thinking of transitioning to post-secondary education with information about the schools, FASFA completion, Scholarship applications, admissions paperwork, explaining the process to parents as needed, personal experience advice on how to navigate college, and life on their own if they choose a school away from home.

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**

Fresno EOC is entirely familiar with all prescribed performance outcomes having operated FRWDB funded youth service programs over the past 38 years and WIA/WIOA programs the past 22 years. The Fresno EOC Education to Career Collaborative Service Delivery System was created to ensure participant achievements in alignment with prescribed performance outcomes under the WIOA. Through co-case management meetings held, the sharing of staff, resources, services and funding, Fresno EOC will ensure the required levels of performance outcome success. Fresno EOC has designed an internal performance management system that conducts weekly performance reviews of FRWDB reports and analysis tools generated through Cal Jobs performance system along with conducting future forecasting placing a priority on required performance outcomes under WIOA. These weekly meetings include discussions related to challenges, issues and deficiencies identified through reports generated and the development of performance outcome corrective action plans with the assistance of the Fresno EOC Accountability Review Team. These plans are then implemented on a staff level through weekly meetings held with management and routinely following up with staff related to progress realized as a result of implementation.

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.

The In and Out of School Youth Program recruitment is conducted throughout the entire program year. With a potential customer base of over 5,000 youth, the funds allocated by the state to this local Workforce Investment Area only allow enrollment of a fraction of the potentially eligible group. These factors create a consistent demand for services which ensures that Fresno EOC continues to have a pool of interested youth. Caseload counts are determined by the ebb and flow of customers entering and exiting the program. Fresno EOC's Accountability Review Team (ART) meets regularly to review current performance and forecast future outcomes based on data extrapolated from the State's Cal Jobs system. Management also reviews the caseload summary reports submitted by each Academic & Career Advisor to determine current caseload size and to account for projected exits. This information is updated and referred to as additional enrollments occur in order to assign cases proportionately and ensure required

caseload ratios are maintained. The balancing of positive and negative exits will be managed by the Academic & Career Advisors who are required to submit all positive and negative outcome closures to management for final approval. Management then reviews closures submitted to ensure appropriateness and alignment with performance goals.

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.

Our staff have strong ties to the out of school youth community and an extremely strong network of internal programs that serve a predominantly out of school youth population. This network was the nucleus for forming the Education to Career Collaborative Service Delivery system. Under this system the internal partnership serves over 5,000 out of school youth annually. This partnership will be jointly responsible for identifying youth served who have additional needs, interests and challenges that can be addressed through co-enrollment into the Urban East youth services program. We will enroll 80% out of school youth in order to ensure that a minimum of 75% of all participants served will be OS youth.

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

Fresno EOC has established weekly management performance review sessions where the FRWDB Key Results Area (KRA) Reports are generated and reviewed. These sessions allow for analyzing current trends and issues while forecasting additional positive attainments and outcomes. The Accountability Review Team (ART) will then shares this information with staff during weekly operations sessions to prompt any needed adjustments

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

As a center point for the receipt and dissemination of local policies, operational directives and procedures, the Director provides clarity to staff pertaining to questions by either soliciting answers from FRWDB staff or through careful contractual analysis and consultation with other managers and stakeholders. The Director and Program Manager also provide training and instruction to Fresno EOC staff regarding new policies, directives or procedures through weekly staff meetings or, if warranted, through immediate emergency training sessions. Staff are then required to maintain all policies, procedures and directives both in hard copy and electronic file on their personal computers. Fresno EOC has also created a complete operational manual, which is readily available to any and all staff for reference. New staff receive training relevant to program policies and procedures immediately upon hire and are familiarized with the operational manual and other relevant program materials. Also to ensure compliance, management will be creating a cross trained Accountability Review Team (ART) that will consist of administrative, programmatic, and management staff to ensure guidelines and rules are properly implemented

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.

Fresno EOC will coordinate and be responsible for provision of program services, monitoring activities and participant files, ensuring compliance with performance standards, including fulfilling follow-up and retention services, both internally and with collaborative partners, and acting as fiscal agent performing all associated responsibilities. Fresno EOC is fully experienced and knowledgeable of the locally established performance management and process compliance requirements developed and implemented as an effective and efficient system for tracking and monitoring activities to achieve mandatory program performance standards. This system tracks customers from enrollment through termination. Fresno EOC and collaborative partners will utilize a plan for continuous improvement and internal performance assessment. This plan includes full participation in FRWDB sponsored participant satisfaction surveys, administering internal customer satisfaction surveys, and regular system evaluation by the Program Supervisor with reports forwarded to the Director and Assistant Director. The Program Supervisor randomly samples procedures at a micro level by evaluating a component of a procedure to ensure detailed compliance. Evaluating components, in addition to overall procedures and policies, allows for the development of real-time trends and ensures a rapid response to those trends. Additionally, Fresno EOC has developed our own internal work flow of activity; ISS, service code/data entry, and case note documentation responsibilities. As a result of this re-design, the flow of work will be equally distributed which should significantly reduce and eliminate any potential challenges associated with FRWDB mandated data control and process compliance. This new re-design includes. Specific staff being responsible on a rotational basis to act as the primary responsible entity to carry out all functions associated with an assigned activity for all participants scheduled to take part in that specific activity during the assigned period of the rotational assignment (this also includes timely entry of all data associated)

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.

Fresno EOC maintains an average of 7:1 staff to supervisor ratio for the WIOA Program. Fresno EOC management is flexible in upgrading the staff to manager ratio if the circumstances and funding warrant. Fresno EOC always strives to seek alternative funding solutions in order to avoid staffing reductions and is typically successful at leveraging other resources so as not to negatively impact the provision of direct services.

Staff Development/Training:

Fresno EOC trains its staff in the delivery of Workforce Innovation and Opportunity Act services through on the job training and utilizing the Operational Directives/Policy Bulletins/Information Bulletins plus through the institutional knowledge of its senior management. Fresno EOC has assembled a team of highly skilled and knowledgeable Business Account Specialists and Academic and Career Advisors who jointly work to identify and recruit employers and establish employment opportunities within the following industries: Healthcare, Construction and Trades, Manufacturing/Water Technology, and Logistics and Distribution. Joint meetings are held regularly to discuss these industry sectors and the associated employment requirements. Our BAS and staff from the FRWDB Business Services Center communicate regarding sector strategies and hiring opportunities for the older youth that we serve. The Accountability Review Team (ART) also provides ongoing training to staff utilizing employer representatives from each industry sector listed above. The program will also engage local manufacturing alliances and local chambers of commerce.