

**CITY MANAGER'S/STAFF'S REPORT**  
**COUNCIL MEETING DATE:**

**November 3, 2023**

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**ITEM NO:** 1.

**SUBJECT:** Consideration of a Resolution Awarding Central Valley Training Center Agreement to Fresno Economic Development Corporation (EDC)

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**BACKGROUND:** The Central Valley Training Center (CVTC) is a vital workforce development initiative funded by the High-Speed Rail Authority. Currently, the City has a contract with the Fresno County Economic Development Corporation (EDC) for the administration of instructional services, which is set to expire in December 2023. In our commitment to workforce development in the region, the City initiated a Request for Proposals (RFP) process to ensure extension of these vital services without interruption.

**DISCUSSION:** The RFP was made initially available on the City website on October 10, 2023. The deadline for submitting proposals under the RFP was October 25, 2023. The City received one proposal from the Fresno EDC. After consideration by staff, it is recommended that the City Council award the Professional Services Agreement to Fresno EDC for the administration of the Central Valley Training Center

**FISCAL IMPACT:** The available grant funds provided by High Speed Rail Authority will fully fund the agreement.

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**RECOMMENDATION:** It is recommended that the City Council approve the Resolution awarding the Professional Services Agreement to Fresno Economic Development Corporation (EDC) for the administration of the Central Valley Training Center.

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\_\_\_\_\_/s/\_\_\_\_\_  
Alicia Aguirre, Economic Development Manager

\_\_\_\_\_10/26/2023\_\_\_\_\_  
Date

\_\_\_\_\_/s/\_\_\_\_\_  
Fernando Santillan, City Manager

\_\_\_\_\_10/26/2023\_\_\_\_\_  
Date

**Attachments:**

1. Resolution
2. RFP
3. Fresno EDC Proposal

**RESOLUTION NO. 2023 –**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SELMA, CALIFORNIA, APPROVING A PROFESSIONAL SERVICES AGREEMENT AND AUTHORIZING CITY MANAGER TO EXECUTE AGREEMENT WITH FRESNO ECONOMIC DEVELOPMENT CORPORATION (EDC) FOR THE PURPOSE OF ADMINISTERING THE CENTRAL VALLEY TRAINING CENTER**

**WHEREAS**, the City of Selma is authorizing the City Manager to execute a Professional Services Agreement (Agreement) with Fresno EDC for the purpose of administering the Central Valley Training Center, a workforce development program in construction pre-apprenticeship; and

**WHEREAS**, the total fees associated with this agreement shall not exceed \$1,000,000 for each calendar year during the entirety of the agreement; and

**WHEREAS** the City Council approves the Agreement for a period of two years expiring December 31, 2024.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SELMA DOES HEREBY RESOLVE AS FOLLOWS:**

**Section 1.** The City Council finds that the above recitals are true and correct and are incorporated herein by reference.

**Section 2.** The work performed will be consistent with the work details listed in the proposal provided by Fresno EDC titled “Good Jobs Challenge: Central Valley Training Center” dated October 25, 2023.

**Section 3.** Authorize the City Manager to execute contract documents.

**Section 4. Severability.** The provisions of this Resolution are severable and if any provision, clause, sentence, word or part thereof is held illegal, invalid, unconstitutional, or inapplicable to any person or circumstances, such illegality, invalidity, unconstitutionality, or inapplicability shall not affect or impair any of the remaining provisions, clauses, sentences, sections, words or parts thereof of the Resolution or their applicability to other persons or circumstances.

**Section 5. Effective Date.** That the City Clerk shall certify to the adoption of this Resolution and that the same shall be in full force and effect.

**PASSED, APPROVED, AND ADOPTED** this 3<sup>rd</sup> day of November 2023, by the following vote:

AYES:        COUNCIL MEMBERS:  
NOES:        COUNCIL MEMBERS:  
ABSTAIN: COUNCIL MEMBERS:  
ABSENT:    COUNCIL MEMBERS:

(Signatures on the following page)

ATTEST:

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Reyna Rivera  
City Clerk

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Scott Robertson  
Mayor

# **CITY OF SELMA**

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## **REQUEST FOR PROPOSALS (RFP)**

### **FOR**

High Speed Rail Training Program

**Released on October 10, 2023**

**Proposals Due on October 25, 2023 at 5:00 PM**

Dear Consultants:

The City of Selma (hereinafter referred to as the “City”) is requesting proposals to operate a vocational training center in the City of Selma serving at risk and disconnected young adults, and veterans from the cities within the Counties of Fresno, Kings, Tulare, Kern, Madera and Merced.

## **I. ABOUT US**

The City of Selma is a growing community of over 25,000 residents within the central San Joaquin Valley. The downtown area gives the City a small town charm, while the commercial and industrial areas foster larger city development efforts. Selma’s location, at the crossroads of State Routes 99 and 43, makes it a regional hub for southeast Fresno County as well as neighboring Tulare and Kings Counties.

## **II. RFP TIMELINE**

The schedule for submission of the Request for Proposals (“RFP”) is as follows:

Release of RFP	October 10, 2023
Proposals are Due	October 25, 2023
Approval of Contract	TBD

*\*All dates are subject to change at the discretion of the City*

## **III. SCOPE OF WORK**

The City invites you to submit a proposal for Training and Workforce related services. The scope of work includes, but is not limited to, the following:

It is understood among the parties, that the Contractor will operate an existing training center and provide a training program (Program) in the City of Selma with the oversight from the City. The program will serve at risk and disconnected young adults, and veterans from the cities within the Counties of Fresno, Kings, Tulare, Kern, Madera and Merced County for the purpose of workforce development through career opportunities for the High-Speed Rail Project. Applicants will be required to have a current Memorandum of Understanding with the Building Trades to provide the required training.

## **1. Responsibilities of the Contractor:**

The Contractor is to adhere to all rules and regulations within the attached High-Speed Rail Authority (Authority) contract

The Contractor will be responsible for carrying out work as outlined in the task section.

Approval, authorization, certification, consent, decision, exemption, filing, lease (except facility lease for one year), license, permit, agreement, concession, grant, franchise, registration, or filing, required by or with any governmental entity in order to design and implement the training facility.

Verifying and affirmatively certifying to the City that all expenses incurred and submitted to the City for payment are allowable costs under the terms of this Agreement with the City.

Procuring and administering any agreement for design and/or permitting of the training center.

Applicant shall comply with all applicable State, federal, and local rules and regulations, including but not limited to, the City's agreement with the California High Speed Rail Authority.

The City reserves the right to reject all bids. Any award of contract by the City is contingent upon approval of an agreement between the City and the California High Speed Rail Authority, and the City's lease of property to facilitate the project.

## **2. Schedule:**

Performance of the work described in this Section commence upon no later than thirty (30) days from receipt of a Notice to Proceed (NTP) for each task and sub-task. Unless terminated as provided herein, the work shall continue until earlier of (i) completion of the work or (ii) expiration of the term, unless otherwise extended in writing.

In addition, the Contractor will provide a line-item budget to the City in seven (7)-business days post contract execution.

## **3. Tasks:**

### **Task 1 - Outreach and Recruitment**

- Local High-Speed Rail Business Support: The Contractor recognizes the need to coordinate service and resources with the City, Authority, and local partners and shall create a team, to be called the "High-Speed Rail Coordination Team", to better assist public outreach and coordination with the City and Authority.

- Provide outreach and recruitment services to women, minorities, veterans, ex-offenders, and other underrepresented individuals residing in Fresno, King, Tulare, Madera, Merced, and Kern Counties. Implement Outreach workshops, develop marketing material, market-training facilities in local media venues, collaborate with local community colleges and high schools to recruit students, and collaborate with nonprofits that target underrepresented individuals.
- Recruit continuous classes of 35-40 students of Fresno, King, Tulare, Madera, Merced, and Kern County residents.
- Business recruitment will involve marketing, informational workshops and targeted outreach. A wide range of marketing collateral will be used including television, radio, social media, and print advertising to market the program, highlighting the program's success with company and job-seeker testimonials.

#### Task 2 - Pre-Apprenticeship Training

- Provide hands-on pre-apprenticeship highway and construction training along with industry-specific certifications.
- Create and develop curriculum and course work with the various skilled labor trades.
- The pre-apprenticeship curriculum will provide at least twelve (12) weeks of customized classroom instruction and hands-on instructional project work. The contractor will offer a minimum of four (4) class sessions per year.
- Training will include both group and individual instruction.
- Hands-on shop training will be conducted and supervised by skilled craft-persons (full journeyman) in the trade being performed.
- A list of equipment, tools, instruments, materials, textbooks, and supplies essential for re-apprenticeship training and job placement services will be submitted to the City through a purchase order form, accompanied by explanations regarding the intended use and the rationale for their necessity.
- Key components of the curriculum will include, but are not necessarily limited to:
  - a) Orientation to the construction industry and the apprenticeship structure
  - b) Construction related physical fitness training and job safety
  - c) Applied math for construction purposes
  - d) Surveying and blueprint reading
  - e) Tool and material identification
  - f) Fundamentals of structural steel and ironwork
  - g) Fundamentals of framing, form, foundation work, and cement work
  - h) Basic electrical and wiring work
  - i) Basic elements of plumbing
  - j) Hazardous waste and lead abatement training
  - k) Confined space training
  - l) On-line training in emerging environmental technologies

- m) Computer Assisted Drafting (CAD)
- n) Rail/ Train Safety

### Task 3 - Job Placement and Counseling

- The Contractor will provide complete job search, counseling, and placement services to all students who graduate from the Program, including coordination with the City, Authority, and its Consultants, Contractors and subcontractors to fulfill skilled labor needs for the Phase 1 segment of the HSR Project.
- Meet and greet events will be conducted in order to connect graduates of the Program with potential employers.
- Counseling will include guidance on job search efforts; however, students will be expected to conduct job search efforts on their own.
- Job Fairs will be conducted at the conclusion of each cohort with the goal of connecting graduates of the Program with potential employers. Job fair venues should be identified and booked at least 30 days in advance.

### Task 4 - Job Retention Assistance

- The Contractor will provide job retention assistance and follow-up services to all placements from the Program.
- Once placement is made, initial follow-up will occur on start date, with additional checking on a monthly basis to continue for a full year post placement. Check-ins may be conducted in person or by telephone.
- If staff find that a student faces a barrier to retaining employment, staff will assist the student in accessing resources to help them remain employed. If a student loses employment, staff will assist with identifying other employment options and helping the student to gain other employment.

### Task 5 - Mentoring

- As part of job retention assistance and follow-up services, the Contractor will provide on the job mentoring to ensure continued participation and success of Program graduates.
- The contractor will coordinate a graduation ceremony for the students that complete the program. Venues for the graduation should be identified and booked at least 30 days in advance.

### Task 6 - Performance Measures and Contract Management



- Administrative duties shall include, but not be limited to, the following: documentation, progress reports, task deliverables, and preparation of the Final Report. The contractor will provide a dedicated staff person to manage the day-to-day operations of the program.
- A subcontractor is defined as a firm or individual experts or consultants with expertise to supplement the Contractor's expertise. The Contractor shall manage and coordinate all subcontracts and is responsible for the quality of all subcontractor work and activities. The City will assign all work to the Contractor.

#### **4. Reports:**

The Contractor shall provide monthly progress reports with the information necessary to update the City on the status of the Program and the fulfillment of mitigation measures outlined in the Authority Agreement.

The monthly report shall contain the following:

##### Students and Curriculum

- Number of students enrolled in the program for the report month.
- Number of hours of training received by each student during the report month.
- Number of students placed into jobs during the month, listed by zip code, occupation, employer, or apprenticeship program address and phone number.
- An audit of the expenditures of the funds provided to the Contractor pursuant to this Agreement.

##### Marketing Efforts

- Monthly advertising and Marketing plan report shall include television advertising, print media, social media, and radio. The report shall include the targeted area of broadcasting and results of responses from targeted areas.
- Monthly outreach and recruitment report plan should include the dates and times of outreach workshops, outreach events at high schools, outreach events at high schools, outreach events at community colleges and job fairs. Forecasted events should be included in the monthly report.

##### Material and Equipment Inventory

- The monthly inventory report should encompass the quantity of materials and equipment acquired and utilized for instructional purposes and a record of any surplus materials that will be returned to inventory and subsequently utilized in other projects.
- The Contractor shall provide a Final Report to the City's Contract Manager within sixty (60) days of the earlier of:
  - a) completion of all Contractor's obligations under this Agreement;
  - b) the expenditure of all the funds provided to the Contractor under this Agreement;
 or

- c) termination of the Agreement pursuant to its terms. The Final Report will summarize all pertinent activities and accomplishments during the full course of the program.

The Final Report will include:

#### Program Findings

- Findings, conclusions, and recommendations from the Program.
- Quantified data qualified for measurement purposes to include placement and retention data for the Program, and for post-Program employment.

In handling all data, the Contractor shall follow guidelines as set forth in the California Information Practices Act of 1977. Data collected for the purposes of reporting shall not be held or reported in a manner that is personally identifiable. Data shall be self-reported and stored separately from any personally identifiable information that the Contractor may have about participants of the program.

#### **IV. PROPOSAL FORMAT GUIDELINES**

Consultants are to provide the City with a proposal using the following guidelines:

Each proposal must adhere to the following order and content of sections.

##### **1. Qualifications and Experience**

Provide a brief history of your business entity and project team. Identify legal form, ownership, and senior officials of the company. Identify the name and email of the main contact, including phone number and e-mail address. Include the website address (if applicable). If proposing a sub-consultant, describe the division of responsibilities between participating parties, and offices (location) that would be the primary participants.

Describe professional experience and number of employees (licensed professionals, technical support) on the proposed project team.

##### **2. Methodology Section**

Provide a detailed description of the approach and methodology to be used to accomplish the Scope of Work of this RFP. The Methodology Section should include:

An implementation plan that describes in detail (i) the methods, including controls by which your firm or entity manages projects of the type sought by this RFP.

Detailed description of efforts your firm or entity will undertake to achieve client satisfaction and to satisfy the requirements of the "Scope of Work" section.

Detailed description of specific tasks you will require from City staff. Explain what the respective roles of City staff and your staff would be to complete the tasks specified in the Scope of Work.

Proposers are encouraged to provide additional innovative and/or creative approaches for providing the service that will maximize time and cost-effective operations or increase performance capabilities. In addition, the City will consider proposals that offer alternative service delivery means and methods for services desired.

### **3. Staffing**

Provide a list and resumes of individual(s) who will be working on this project, their relevant experience, and indicate the functions that each will perform and the anticipated hours of service of each individual.

### **4. Similar Projects**

Provide a list of at least municipal/public agency references for similar services provided by your firm. The City reserves the right to contact any of the organizations or individuals listed. Information provided shall include:

- Client Name
- Project Description
- Project start and end dates
- Client project manager's name, telephone number, and e-mail address.

### **5. Fee Proposal**

All proposers shall submit a fee proposal that delineates tasks, hours, and costs for all staff working on the project. Proposals shall be valid for a minimum of 180 days following submission.

## **V. PROCESS FOR SUBMITTING PROPOSALS**

Bids for this RFP shall be filed with the City Clerk at [ReynaR@cityofselma.com](mailto:ReynaR@cityofselma.com) on or before 5:00 PM on October 25, 2023. No late bids will be accepted. Proposers shall submit one electronic copy to the City Clerk via email.

The City reserves the right, without limitation and at its sole discretion, to accept or reject any or all proposals and/or terminate this RFP process at any time, for any reason, without notice, and with no obligations.

## **VI. EVALUATION OF PROPOSALS AND SELECTION PROCESS**

The City will screen and review all proposals according to the weighted criteria set forth above. While price is one basic factor for award, it is not the sole consideration.

The criteria are as follows:

<b>Criteria Categories</b>	<b>Points Possible</b>	<b>Points Awarded</b>
<b>Qualifications of Key Personnel:</b>  Include the ability to provide the requested scope of services, recent experience conducting work of similar scope, complexity, and magnitude for other public agencies of similar size, references.	25	
<b>Approach to Providing the Requested Scope of Services:</b>  Includes an understanding of the RFP and of the project's scope of services, knowledge of applicable laws and regulations related to the scope of services.	10	
<b>Price Proposal</b>	25	
<b>Innovation/Creative Approach:</b>  Innovative and/or creative approaches to providing the services that provide additional efficiencies, expedited timing or increased performance capabilities.	25	
<b>References</b>	15	
<b>Total Points</b>	<b>100</b>	

Please note that this RFP pertains to professional services, and the above-referenced scoring rubric will be used as guidance only. Given the nature of the services, the City reserves the right to utilize its discretion in awarding the project. The City also reserves the right to negotiate pricing and contract terms. After reviewing the proposals, City Staff may conduct interviews with the top firms. Staff will forward a recommendation to the City Council for final selection.

The City reserves the right to reject all proposers and/or to invite other individuals and/or firms to respond to this RFP if the proposals received are inadequate.

### **1. Responsiveness Screening**

Proposals will first be screened to ensure responsiveness to the RFP. The City may reject as non-responsive any proposal that does not include the documents required to be submitted by

this RFP. At any time during the evaluation process, the City reserves the right to request clarifications or additional information from any or all Proposers regarding their proposals.

## **2. Proposal Review**

The Committee will review and score all responsive written proposals based upon the Evaluation Criteria set forth above. The City may contact and evaluate the Proposer's references, contact any Proposer to clarify any response or request revised or additional information, contact any current users of a Proposer's services, solicit information from any available source concerning any aspect of a proposal, and seek and review any other information deemed pertinent to the evaluation process.

Following the conclusion of the evaluation process, the Committee will rank all Proposers according to the evaluation criteria set forth above. The Committee will conclude the evaluation process at this point, and make a recommendation for award.

Recommendation for award is contingent upon the successful negotiation of final contract terms. Negotiations shall be confidential and not subject to disclosure to competing Proposers unless an agreement is reached. If contract negotiations cannot be concluded successfully within a time period determined by the City, the City may terminate negotiations and commence negotiations with the next highest-scoring Proposer or withdraw the RFP.

## **VII. EX PARTE COMMUNICATIONS**

Proposers and Proposers' representatives cannot communicate with the City Council members about this RFP. In addition, Proposers and Proposers' representatives cannot communicate outside the procedures set forth in this RFP with an officer, employee or agent of the City, including any member of the evaluation panel, with the exception of the RFP Facilitator, regarding this RFP until after Contract Award. Proposers and their representatives are not prohibited, however, from making oral statements or presentations in public to one or more representatives of the City during a public meeting.

A "Proposer" or "Proposer's representative" includes all of the Proposer's employees, officers, directors, consultants, and agents, any subcontractors or suppliers listed in the Proposer's proposal, and any individual or entity who has been requested by the Proposer to contact the City on the Proposer's behalf.

## **VIII. CONFLICT OF INTEREST**

The Proposer warrants and represents that it presently has no interest and agrees that it will not acquire any interest would present a conflict of interest under California Government Code sections 1090 et seq., or sections 87100 et seq., during the performance of services under any Agreement awarded. The Proposer further covenants that it will not knowingly employ any person having such an interest in the performance of any Agreement awarded. Violation of this provision may result in any Agreement awarded being deemed void and unenforceable.

## **IX. STANDARD TERMS AND CONDITIONS**

### **1. Amendments**

The City reserves the right to amend or supplement this RFP prior to the proposal due date.

### **2. Cost for Preparing Proposal**

The cost of developing the proposal is the sole responsibility of the Proposer. All proposals submitted become the property of the City.

### **3. Professional Services Agreement**

The City will require a professional services agreement from the consultant found most qualified. A copy of the City's standard PSA is attached hereto. Please be advised the following provisions of the City's PSA are non-negotiable:

- Indemnification
- All insurance terms
- Termination
- Ownership/Use of Contract Materials and Products
- Disputes
- Governing Law

A copy of the City's general form professional services agreement is attached, which includes the requisite indemnification, insurance, suspension/termination, ownership of documents, and governing law language. Please be advised that the City reserves the right to revise the agreement to incorporate any and all provisions required by the California High-Speed Rail Authority.

If an agreement cannot be reached, negotiations with an alternate consultant may commence.

**CITY OF SELMA**  
**PROFESSIONAL SERVICES AGREEMENT**

This PROFESSIONAL SERVICES AGREEMENT ("Agreement"), is made and effective as of January 1, 2023 ("Effective Date"), between the City of Selma, a municipal corporation ("City") and Fresno Economic Development Corporation ("Consultant"). The City and Consultant are hereinafter collectively referred to as the "Parties".

**RECITALS**

**WHEREAS**, City desires to engage Consultant to perform the services described herein, and Consultant desires to perform such services in accordance with the terms and conditions set forth herein.

**NOW, THEREFORE**, for and in consideration of the mutual covenants and conditions herein contained, City and Consultant agree as follows:

**1. TERM**

This Agreement shall commence on the Effective Date and shall remain and continue in effect until tasks described herein are completed, but in no event later than December 31, 2024, unless sooner terminated pursuant to the provisions of this Agreement.

**2. SERVICES**

(a) Consultant shall perform the tasks ("Services") described and set forth in Exhibit A ("Scope of Services"), attached hereto and incorporated herein as though set forth in full. Tasks other than those specifically described in the Scope of Services shall not be performed without prior written approval of the City. The Services shall be performed by Consultant, unless prior written approval is first obtained from the City. In the event of conflict or inconsistency between the terms of this Agreement and Exhibit A, the terms of this Agreement shall prevail.

(b) City shall have the right to request, in writing, changes to the Services. Any such changes mutually agreed upon by the Parties, and any corresponding increase or decrease in compensation, shall be incorporated by written amendment to this Agreement.

(c) Consultant shall perform all Services in a manner reasonably satisfactory to the City and in conformance with the standards of quality normally observed by an entity engaged with a municipal government.

(d) Consultant shall comply with all applicable federal, state, and local laws, regulations and ordinances in the performance of this Agreement, including but not limited to, the conflict of interest provisions of Government Code Section 1090 and the Political Reform Act (Government Code Section 81000 *et seq.*). During the term of this Agreement, Consultant shall not perform any work for another person or entity for whom Consultant was not working on the Effective Date if both (i) such work would require Consultant to abstain from a decision under this Agreement pursuant to a conflict of interest statute or law; and (ii) City has not consented in writing to Consultant's

performance of such work. No officer or employee of City shall have any financial interest in this Agreement that would violate California Government Code Sections 1090 *et seq.* Consultant hereby warrants that it is not now, nor has it been in the previous twelve (12) months, an employee, agent, appointee, or official of the City. If Consultant was an employee, agent, appointee, or official of the City in the previous twelve (12) months, Consultant warrants that it did not participate in any manner in the forming of this

Agreement. Consultant understands that, if this Agreement is made in violation of Government Code §1090 *et. seq.*, the entire Agreement is void and Consultant will not be entitled to any compensation for Services performed pursuant to this Agreement, and Consultant will be required to reimburse the City for any sums paid to the Consultant. Consultant understands that, in addition to the foregoing, it may be subject to criminal prosecution for a violation of Government Code § 1090 and, if applicable, will be disqualified from holding public office in the State of California.

(e) Consultant represents that it has, or will secure at its own expense, all licensed personnel required to perform the Services. All Services shall be performed by Consultant or under its supervision, and all personnel engaged in the Services shall be qualified and licensed to perform such services.

### **3. MANAGEMENT**

City's City Manager shall represent the City in all matters pertaining to the administration of this Agreement, review and approval of all products submitted by Consultant, but the City Manager shall have no authority to modify the Services or the compensation due to Consultant.

### **4. PAYMENT**

(a) The City agrees to pay Consultant monthly, in accordance with the payment rates and terms and the schedule of payment as set forth in Exhibit B ("Rate Schedule"), attached hereto and incorporated herein by this reference as though set forth in full, based upon actual time spent on the above tasks. This amount shall not exceed 2 million (\$2,000,000) for the total Term of the Agreement unless additional payment is approved as provided in this Agreement.

(b) Consultant shall not be compensated for any services rendered in connection with its performance of this Agreement which are in addition to those set forth herein, unless such additional services are authorized in advance and in writing by the City. Consultant shall be compensated for any additional services in the amounts and in the manner as agreed to by City and Consultant at the time City's written authorization is given to Consultant for the performance of said services.

(c) Consultant shall submit invoices monthly for actual services performed. Invoices shall be submitted on or about the first business day of each month, or as soon thereafter as practical, for services provided in the previous month. Payment shall be made within thirty (30) days of receipt of each invoice as to all non-disputed fees. If the City disputes any of Consultant's fees it shall give written notice to Consultant within thirty (30) days of receipt of an invoice of any disputed fees set forth on the invoice. Any



final payment under this Agreement shall be made within 45 days of receipt of an invoice therefore.

## **5. SUSPENSION OR TERMINATION OF AGREEMENT**

(a) The City may at any time, for any reason, with or without cause, suspend or terminate this Agreement, or any portion hereof, by serving upon the Consultant at least ten (10) days prior written notice. Upon receipt of said notice, the Consultant shall immediately cease all work under this Agreement, unless the notice provides otherwise. If the City suspends or terminates a portion of this Agreement such suspension or termination shall not make void or invalidate the remainder of this Agreement.

(b) In the event this Agreement is terminated pursuant to this Section, the City shall pay to Consultant the actual value of the work performed up to the time of termination, provided that the work performed is of value to the City. Upon termination of the Agreement pursuant to this Section, the Consultant shall submit an invoice to the City pursuant to Section 4 of this Agreement.

## **6. OWNERSHIP OF DOCUMENTS**

(a) Consultant shall maintain complete and accurate records with respect to sales, costs, expenses, receipts, and other such information required by City that relate to the performance of services under this Agreement. Consultant shall maintain adequate records of services provided in sufficient detail to permit an evaluation of services. All such records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. Consultant shall provide free access to the representatives of City or its designees at reasonable times to review such books and records; shall give City the right to examine and audit said books and records; shall permit City to make transcripts or copies therefrom as necessary; and shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement. Such records, together with supporting documents, shall be maintained for a period of three (3) years after receipt of final payment.

(b) Upon completion of, or in the event of termination or suspension of this Agreement, all original documents, designs, drawings, maps, models, computer files, surveys, notes, and other documents prepared in the course of providing the services to be performed pursuant to this Agreement shall become the sole property of the City and may be used, reused, or otherwise disposed of by the City without the permission of the Consultant. With respect to computer files, Consultant shall make available to the City, at the Consultant's office, and upon reasonable written request by the City, the necessary computer software and hardware for purposes of accessing, compiling, transferring, copying and/or printing computer files. Consultant hereby grants to City all right, title, and interest, including any copyright, in and to the documents, designs, drawings, maps, models, computer files, surveys, notes, and other documents prepared by Consultant in the course of providing the services under this Agreement. All reports, documents, or other written material developed by Consultant in the performance of the Services pursuant to this Agreement, shall be and remain the property of the City.

## **7. INDEMNIFICATION**

### **(a) Indemnity for professional liability**

When the law establishes a professional standard of care for Consultant's Services, to the fullest extent permitted by law, Consultant shall indemnify, protect, defend and hold harmless the City and any and all of its officials, employees and agents ("Indemnified Parties") from and against any and all losses, liabilities, damages, costs and expenses, including legal counsel's fees and costs caused in whole or in part by any negligent or wrongful act, error or omission of Consultant, its officers, agents, employees or Subconsultants (or any agency or individual that Consultant shall bear the legal liability thereof) in the performance of professional services under this Agreement.

### **(b) Indemnity for other than professional liability**

Other than in the performance of professional services and to the full extent permitted by law, Consultant shall indemnify, defend and hold harmless City, and any and all of its employees, officials and agents from and against any liability (including liability for claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened, including legal counsel fees and costs, court costs, interest, defense costs, and expert witness fees), where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, the performance of this Agreement by Consultant or by any individual or agency for which Consultant is legally liable, including but not limited to officers, agents, employees or subcontractors of Consultant.

## **8. INSURANCE**

Consultant shall maintain prior to the beginning of and for the duration of this Agreement insurance coverage as specified in Exhibit C attached hereto and incorporated herein by reference.

## **9. INDEPENDENT CONSULTANT**

(a) Consultant is and shall at all times remain as to the City a wholly independent consultant and/or independent contractor. The personnel performing the services under this Agreement on behalf of Consultant shall at all times be under Consultants exclusive direction and control. Neither City nor any of its officers, employees, or agents shall have control over the conduct of Consultant or any of Consultant's officers, employees, or agents, except as set forth in this Agreement. Consultant shall not at any time or in any manner represent that it or any of its officers, employees, or agents are in any manner officers, employees, or agents of the City. Consultant shall not incur or have the power to incur any debt, obligation, or liability whatever against the City, or bind the City in any manner.

(b) No employee benefits shall be available to Consultant in connection with the performance of this Agreement. Except for the fees paid to Consultant as provided in the Agreement, City shall not pay salaries, wages, or other compensation including, but not limited to, Worker's Compensation to Consultant for performing services hereunder

for City. City shall not be liable for compensation or indemnification to Consultant for injury or sickness arising out of performing services hereunder.

#### **10. LEGAL RESPONSIBILITIES**

The Consultant shall keep itself informed of State and Federal laws and regulations which in any manner affect those employed by it or in any way affect the performance of its service pursuant to this Agreement. The Consultant shall at all times observe and comply with all such laws and regulations. The City, and its officers and employees, shall not be liable at law or in equity occasioned by failure of the Consultant to comply with this Section.

#### **11. UNDUE INFLUENCE**

Consultant declares and warrants that no undue influence or pressure was used against or in concert with any officer or employee of the City in connection with the award, terms or implementation of this Agreement, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of the City has or will receive compensation, directly or indirectly, from Consultant, or from any officer, employee or agent of Consultant, in connection with the award of this Agreement or any work to be conducted as a result of this Agreement. Violation of this Section shall be a material breach of this Agreement entitling the City to any and all remedies at law or in equity.

#### **12. NO BENEFIT TO ARISE TO LOCAL OFFICERS AND EMPLOYEES**

No member, officer, or employee of City, or their designees or agents, and no public official who exercises authority over or responsibilities with respect to the Project during his/her tenure or for one year thereafter, shall have any interest, direct or indirect, in any agreement or sub-agreement, or the proceeds thereof, for work to be performed in connection with the Project performed under this Agreement.

#### **13. RELEASE OF INFORMATION/CONFLICTS OF INTEREST**

(a) All information gained by Consultant in performance of this Agreement shall be considered confidential and shall not be released by Consultant without City's prior written authorization. Consultant, its officers, employees, agents, or subconsultants, shall not without written authorization from the City, voluntarily provide declarations, letters of support, testimony at depositions, response to interrogatories, or other information concerning the work performed under this Agreement or relating to any project or property located within the City, unless otherwise required by law or court order. (b) Consultant shall promptly notify City should Consultant, its officers, employees, agents, or subconsultants be served with any summons, complaint, subpoena, notice of deposition, request for documents, interrogatories, request for admissions, or other discovery request ("Discovery"), court order, or subpoena from any person or party regarding this Agreement and the work performed there under or with respect to any project or property located within the City, unless Consultant is prohibited

by law from informing the City of such Discovery, court order or subpoena. City retains the right, but has no obligation, to represent Consultant and/or be present at any

deposition, hearing, or similar proceeding as allowed by law. Unless City is a party to the lawsuit, arbitration, or administrative proceeding and is adverse to Consultant in such proceeding, Consultant agrees to cooperate fully with the City and to provide the opportunity to review any response to discovery requests provided by Consultant. However, City's right to review any such response does not imply or mean the right by City to control, direct, or rewrite said response.

## 14. NOTICES

Any notices which either party may desire to give to the other party under this Agreement must be in writing and may be given either by (i) personal service, (ii) delivery by a reputable document delivery service, such as but not limited to, Federal Express, which provides a receipt showing date and time of delivery, or (iii) mailing in the United States Mail, certified mail, postage prepaid, return receipt requested, addressed to the address of the party as set forth below or at any other address as that party may later designate by notice:

To City: City of Selma  
1710 Tucker Street  
Selma, CA 93662  
Attention: City Manager

With a Copy To: Selma City Attorney  
Griswold LaSelle Cobb Dowd & Gin LLP  
111 East 7<sup>th</sup> Street  
Hanford, CA 93230  
Attention: Megan Dodd

To Consultant: Fresno County Economic Development Corporation  
1060 Fulton Street, 4<sup>th</sup> Floor  
Fresno, CA 93721  
Attention: Will Oliver

## 15. ASSIGNMENT

The Consultant shall not assign the performance of this Agreement, nor any part thereof, nor any monies due hereunder, without prior written consent of the City.

Before retaining or contracting with any subconsultant for any services under this Agreement, Consultant shall provide City with the identity of the proposed subconsultant, a copy of the proposed written contract between Consultant and such subconsultant which shall include an indemnity provision similar to the one provided herein and identifying City as an indemnified party, or an incorporation of the indemnity provision provided herein, and proof that such proposed subconsultant carries insurance at least equal to that required by this Agreement or obtain a written waiver from the City for such insurance.

Notwithstanding Consultant's use of any subconsultant, Consultant shall be responsible to the City for the performance of its subconsultant as it would be if Consultant had performed the Services itself. Nothing in this Agreement shall be deemed or construed to create a contractual relationship between the City and any subconsultant employed by Consultant. Consultant shall be solely responsible for payments to any subconsultants. Consultant shall indemnify, defend and hold harmless the Indemnified Parties for any claims arising from, or related to, the services performed by a subconsultant under this Agreement.

#### **16. GOVERNING LAW/ATTORNEYS' FEES**

The City and Consultant understand and agree that the laws of the State of California shall govern the rights, obligations, duties, and liabilities of the parties to this Agreement and also govern the interpretation of this Agreement. Any litigation concerning this Agreement shall take place in the municipal, superior, or federal district court in Fresno County, California. If any action at law or suit in equity is brought to enforce or interpret the provisions of this Agreement, or arising out of or relating to the Services provided by Consultant under this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees and all related costs, including costs of expert witnesses and consultants, as well as costs on appeal, in addition to any other relief to which it may be entitled.

#### **17. ENTIRE AGREEMENT**

This Agreement contains the entire understanding between the Parties relating to the obligations of the Parties described in this Agreement. All prior or contemporaneous agreements, understandings, representations, and statements, oral or written and pertaining to the subject of this Agreement or with respect to the terms and conditions of this Agreement, are merged into this Agreement and shall be of no further force or effect. Each party is entering into this Agreement based solely upon the representations set forth herein and upon each party's own independent investigation of any and all facts such party deems material.

#### **18. SEVERABILITY**

If any term or provision of this Agreement or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, then such term or provision shall be amended to, and solely to, the extent necessary to cure such invalidity or unenforceability, and in its amended form shall be enforceable. In such event, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby, and each term and provision of this Agreement shall be valid and be enforced to the fullest extent permitted by law.

#### **19. COUNTERPARTS**

This Agreement may be executed in multiple counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument.

## **20. CAPTIONS**

The captions appearing at the commencement of the sections hereof, and in any paragraph thereof, are descriptive only and shall have no significance in the interpretation of this Agreement.

## **21. WAIVER**

The waiver by City or Consultant of any breach of any term, covenant or condition herein contained shall not be deemed to be a waiver of such term, covenant or condition or of any subsequent breach of the same or any other term, covenant or condition herein contained. No term, covenant or condition of this Agreement shall be deemed to have been waived by City or Consultant unless in writing.

## **22 REMEDIES**

Each right, power and remedy provided for herein or now or hereafter existing at law, in equity, by statute, or otherwise shall be cumulative and shall be in addition to every other right, power, or remedy provided for herein or now or hereafter existing at law, in equity, by statute, or otherwise. The exercise, the commencement of the exercise, or the forbearance of the exercise by any party of any one or more of such rights, powers or remedies shall not preclude the simultaneous or later exercise by such party of any of all of such other rights, powers or remedies.

## **23. AUTHORITY TO EXECUTE THIS AGREEMENT**

The person or persons executing this Agreement on behalf of Consultant represents and warrants that he/she has the authority to execute this Agreement on behalf of the Consultant and has the authority to bind Consultant to the performance of its obligations hereunder.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed as of the Effective Date.

**“CITY”**

**City of Selma**

**“CONSULTANT”**

**Fresno County EDC**

By: \_\_\_\_\_  
Fernando Santillan, City Manager

By: \_\_\_\_\_  
Will Oliver, President/CEO

**Attest:**

By: \_\_\_\_\_  
Reyna Rivera, City Clerk

**Approved as to form:**

By: \_\_\_\_\_  
\_\_\_\_\_, City Attorney

Attachments:

Exhibit A	Scope of Services
Exhibit B	Rate Schedule
Exhibit C	Insurance Requirements

## EXHIBIT A

### SCOPE OF SERVICES

#### Scope of Work

##### Statement of Need

The Central Valley is a diverse region in the heart of California with an abundance of agricultural production and other industry sectors that have seen rapid growth in the last five years such as Transportation and Warehousing (+52%), Healthcare (+19%), Arts and Entertainment (+19%), Utilities (+18%), and Construction (+17%). In the next five years, Construction is forecast to expand another 9% adding 5,181 jobs in the sector<sup>2</sup>. It should be noted though that these forecasts look at historic trends and may understate the potential for job growth in this sector, especially if high-quality construction pre-apprenticeship programs are made available to underserved and underrepresented residents in the Central Valley.

Several years ago, Applied Development Economics (ADE) assessed the value of approved public infrastructure construction across the state-defined ten-county Central Valley Region, stretching from San Joaquin County in the north to Kern County in the south. From 2021 through 2031, the value of these projects was estimated at \$47 billion. However, ADE's analysis pre-dated publicly funded construction projects supported by President Biden's historic Bipartisan Infrastructure Bill alongside similarly significant state funded investments. According to the State Building and Construction Trade Council of California, an estimated 19,000-25,000 jobs are created per every \$1 billion of infrastructure funding.

Despite the dynamic growth observed in these sectors, the region continues to grapple with persistently high rates of unemployment, underemployment, and poverty. The proposed service area for this project encompasses residents from the central counties of Fresno, Kern, Kings, Madera, Merced, and Tulare, all of which consistently rank in the top-ten counties in California with the highest unemployment rates. For context, the comparative unemployment figure for the United States is only 3.5%, underscoring that Fresno County's unemployment rate is twice the national average, and Tulare County's rate is nearly three times the national rate. As of 2023, all counties within the targeted service area remain in the top ten California counties with the highest unemployment rates, detailed in Table 1 below:

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<sup>2</sup> Data from Lightcast (formerly EMSI) for the six-county region of Fresno, Kern, Kings, Madera, Merced, and Tulare – the same service area of this RFP and proposal.



**Table 1. Top 10 California Counties by Unemployment Rate July 2023 (RFP Service Areas Shaded)**

Rank	County	Unemployment Rate
1	Imperial County	18.0%
2	Colusa County	10.7%
3	Tulare County	9.9%
4	Merced County	8.9%
5	Kern County	8.2%
6	Kings County	8.0%
7	Madera County	7.2%
8	Fresno County	7.1%
9	Alpine County	7.0%
10	Sutter County	6.9%

The service area of the proposed project in the table above is shaded a darker gray. Source: California Employment Development Department – Local Area Unemployment Statistics (LAUS 09.25.23)

Similarly, the service area for the High Speed Rail Authority’s pre-apprenticeship training program experiences higher rates of poverty compared to the national average, which was 11.5% during the period of comparison. Poverty rates are notably acute among younger prime-aged workers (see Table 2) and for individuals without a high school diploma (see Table 3). In fact, individuals lacking a high school diploma or an equivalent credential in the service area face a poverty rate that exceeds twice that of the national average. Additionally, the service area’s poverty rates are calculated based on federal standards which fail to accurately capture the true extent of the population’s economic struggles, due to the higher cost of living in California.

**Table 2. Poverty by Age Classification**

Age Classification	6-County Region		
	Total	Below Poverty Level	% Below Poverty Level
18 to 64 years	1,740,271	285,293	16.4%
18 to 34 years	729,476	128,091	17.6%
35 to 64 years	1,010,795	157,202	15.6%
60 years and over	511,664	76,920	15.0%
65 years and over	363,769	49,985	13.7%

Source: United States Census Bureau - American Community Survey 1-Year Estimates (2022)

**Table 3. Poverty by Educational Attainment**

Educational Attainment	6-County Region		
	Total	Below Poverty Level	% Below Poverty Level
Population 25 years and over	1,801,899	275,200	15.3%
Less than high school graduate	401,654	104,098	25.9%
High school graduate (includes equivalency)	478,620	80,665	16.9%
Some college or Associate's degree	551,856	67,416	12.2%
Bachelor's degree or higher	369,769	23,021	6.2%

Source: United States Census Bureau - American Community Survey 1-Year Estimates (2022)

As shown in Table 3 above, educational attainment and poverty have a clear correlation. Table 2 further highlights that individuals aged 18 to 34 have a higher likelihood of experiencing poverty when compared to any other age group in the region. These numbers underscore the crucial role played by vocational training programs such as the Central Valley Training Center in addressing the needs of those struggling with unemployment, underemployment, poverty, and/or limited education attainment levels.

Further, vocational training programs, specifically ones focused on high-quality careers such as construction, possess a unique capacity to lift individuals and their families from the cycle of poverty. While there are several construction training programs in the region, the currently funded High Speed Rail-backed Central Valley Training Center stands out as the only operational program in Eastern Fresno County that has experienced partners and direct affiliations with local unions.

Knowledgeable staff with experience in employment and training services for the underemployed and unemployed currently support the Central Valley Training Center in Selma, CA. This support will persist should this proposal be awarded continued grant funding. Case management and barrier remediation / removal are essential early steps in successful vocational training for these populations. With significant project funding bolstering the region, enhanced labor market participation is set to catalyze local economic growth. Furthermore, if this proposal garners approval, it will include additional support from the Good Jobs Challenge funding, encompassing supplemental case management and direct supportive services payments in 2024 and beyond.

#### Barriers

When supporting and designing vocational training programs for populations that experience high levels of underemployment, unemployment, and poverty, it's crucial to integrate experienced social services practitioners in addition to technical skills instructors. Currently, the Central Valley Training Center in Selma, CA, receives this support with Fresno County EDC's Workforce Training Coordinator and Fresno Economic Opportunities Commission who facilitate soft skills training and case management. In 2024, Good Jobs Challenge resources will greatly add to the support available to participants in this project (see Staffing Section for more details). Experienced social services practitioners are best equipped to address persistent barriers hindering the entry of targeted populations into these trades. These barriers include:

- **Gender Disparity:**
  - **Barrier:** Women continue to be underrepresented in the construction trades, facing ongoing historical discrimination.
  - **Solution:** The Central Valley Training Center includes women facilitators/case managers. With Good Jobs funding in 2024 and beyond, \$1 million will be available to provide community-based organization support for recruitment and retention services for underrepresented demographics in high-quality careers like construction.
- **Insufficient Education and Training:**
  - **Barrier:** Construction trade jobs typically demand hands-on training and experience and applied skills in math, creating an initial entry barrier.
  - **Solution:** The Central Valley Training Center directly addresses this barrier through multifaceted instruction from journeymen in the trades.
- **Tool Ownership Requirements:**
  - **Barrier:** Many employers expect employees to provide their own specialized tools, which can be prohibitively expensive for many job seekers.
  - **Solution:** Funding in this proposal directly addresses this through apprenticeship / job seeker supportive services.
- **Limited Job Search Skills:**
  - **Barrier:** A significant number of entry-level job seekers lack proficiency in resume preparation, interview skills, and access to the computer resources that are necessary for today's job market.
  - **Solution:** The Central Valley Training Center directly addresses this with job search training and support and job fairs for each graduating cohort.
- **Substance Dependency:**
  - **Barrier:** Drug and alcohol issues can significantly impede an individual's ability to secure and maintain employment.
  - **Solution:** Drug testing and case management directly address this barrier in the current program and in this proposal.
- **Transportation Challenges:**
  - **Barrier:** Construction jobs may be dispersed across a wide geographic area, with public transportation often failing to provide access to these job sites.
  - **Solution:** Good Jobs Challenge funding will provide transportation assistance to participants in 2024 if this proposal is selected.
- **Childcare Accessibility:**
  - **Barrier:** The lack of affordable childcare can hinder many job seekers, particularly mothers, from rejoining the workforce. Additionally, finding childcare with early drop-off times to accommodate construction schedules can be challenging.
  - **Solution:** Good Jobs Challenge funding will provide childcare assistance as well as resource navigation services to participants in 2024 if this proposal is selected.
- **Disruptive Relationships:**
  - **Barrier:** Codependent relationships with family members and significant others can often have a negative impact on an individual's ability to complete a training program and subsequently gain employment.

- o **Solution:** Central Valley Training Center case managers directly address this barrier in the current program and in this proposal.

The target demographics for the current Pre-Apprenticeship Training Program in Selma, CA, is quite broad but at the same time focused on underemployed and unemployed individuals in need of skills development to obtain high-quality careers. The EDC and its partners currently and propose to continue to actively engage in outreach and recruitment efforts directed toward women, minorities, veterans, ex-offenders, at-risk and disconnected young adults, as well as other underrepresented populations residing in Fresno, Kings, Tulare, Madera, Merced, and Kern Counties. Good Jobs Challenge funding will also support a broad network of Community-Based Organizations at no cost to the City of Selma grant to assist in recruitment, training completion, job search and placement, and employment retention.

EDC and its partners rely and will continue to rely on broad marketing strategies to ensure residents across the five counties are informed about the training opportunity, along with the available resources and services and achieve orientation cohorts of 35-40 interested participants. The dissemination of information, results, and outcomes will be conveyed to the target audience through various marketing approaches, including:

1. Collaborative efforts with local community colleges, high schools, adult schools, and community-based organizations to identify and recruit participants;
2. Sharing information with area churches and other faith-based organizations;
3. Publishing announcements and articles to local media outlets;
4. Conducting outreach and recruitment workshops;
5. Forging partnerships with social service organizations that serve the underrepresented populations;
6. Announcing program activities to community partners during community meetings; and
7. Posting information on the Corporation's and partners' websites, as well as on Facebook, Instagram, and other social media platforms.

One particularly impactful strategy revealed in recent cohorts involves re-enrolling individuals who faced unforeseen barriers which prevented them from completing similar training in Metro Fresno. Fresno Economic Opportunities Commission currently operates a construction pre-apprenticeship program in Metro Fresno and will continue sustain it for the duration of this proposed project. Continued funding for the Central Valley Training Center will include seamless referrals between the Metro Fresno program and the one in Selma, CA. This will facilitate smoother re-enrollment for individuals who encounter unexpected barriers while enrolled in either of these programs.

#### Pre-Apprenticeship Training

The goal of the Center Valley Training Center is to deliver a customized program that caters to the unique needs of each participant. This program is designed to foster connections with resources that encompass a wide range of supportive services, and beginning next year, the partners included in this proposal will be able to draw on Good Jobs Challenge funding and other state funding to



directly address supportive services needs like transportation assistance and childcare<sup>3</sup>. The program's case management team will also continue to work with participants and identify other sources of support available through the community.

Throughout the calendar year, the EDC is committed to providing a minimum of four class cohorts each spanning 12 weeks with hands-on training and other customized instruction. The Pre-Apprenticeships Training Program will provide daily instruction and services, commencing at 7:00 a.m. and concluding at 2:00 p.m. with additional time made available for students who need tutoring or other services. At no expense, students will be provided with all necessary equipment, tools, instruments, materials, textbooks, and supplies essential for the training program.

The training curriculum, endorsed and facilitated by the Building Trades, will comprehensively cover all aspects of the building and construction industry. Over the course of 12 weeks, students will receive a blend of group and one-on-one instruction along with hands-on project work. Hands-on shop training will be conducted and supervised by skilled craft-persons (full journeyman) in the trade being performed. Core elements of the curriculum will encompass, but not necessarily be limited to:

- Orientation to the construction industry and the apprenticeship structure
- Construction related physical fitness training and job safety
- Applied math for construction purposes
- Surveying and blueprint reading
- Tool and material identification
- Fundamentals of structural steel and ironwork
- Fundamentals of framing, form, foundation work, and cement work
- Basic electrical and wiring work
- Basic elements of plumbing
- Hazardous waste and lead abatement training
- Confined space training
- On-line training in emerging environmental technologies
- Rail/ Train Safety
- Additional training including but not necessarily limited to:
  - Building Inspection
  - Computer Assisted Drafting (CAD)
  - Construction Site Supervision and Management

Throughout the training program, each student's progress is evaluated and graduation from the program is contingent upon meeting specific program objectives in addition to demonstrated job readiness. These objectives include active class participation, consistent attendance, successful performance in both written and practical exams, and the maintenance of a passing grade. Upon completion, students receive industry-specific certifications provided by the Northern CA Laborers, which not only validates their expertise but also sets them apart from individuals without such credentials. While these certifications do not guarantee employment, they serve as a testament

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<sup>3</sup> Fresno County EDC was a subrecipient of the successful United Way of Fresno and Madera Counties grant for CERF Economic Development Pilot funding to add to the services and program pathways available in Good Jobs.

to the students' comprehensive understanding of building and construction safety, enabling them to identify and address problems or issues more adeptly. Each successful student currently earns the following industry certifications:

- First Aid
- CPR
- Confined Space
- Traffic Control/Workplace Safety
- OSHA-10<sup>4</sup>
- HAZWOPER 40<sup>5</sup>
- EPA Lead Paint Renovation, Repair, and Painting (RRP)<sup>6</sup>
- Forklift
- Scissor Lift

After completing the program, students will receive a program evaluation via web-based survey aimed at gauging their overall satisfaction and learning experience during the training. The case management team also speaks with students on a weekly basis during the program and then monthly post-graduation to ensure employment and job retention while assisting with any other barriers that may have emerged. These assessments include inquiries such as:

1. How successful was the training in equipping you with relevant knowledge and skills?
2. Were you able to implement what you learned to enhance your performance in the classroom?
3. What additional advantages did the training program yield?

Based on the evaluation outcomes, participant check-ins, and monthly program reports, the program's management team can discern the training program's strengths and areas for improvement, and subsequently adapt service delivery to facilitate ongoing enhancement. The EDC will highlight achievements by disseminating them for outreach, recruitment, and in public relations materials. Regarding areas requiring refinement, the EDC will promptly address correctable issues and undertake a comprehensive assessment for those necessitating a longer-term strategic approach. It should be noted that as the incumbent bidder EDC and its partners have extensive experience working together on this project and other similar projects. Typically, representatives from the contractor and subcontractors in the current program and this proposal are onsite during the same times each day to monitor program performance.

#### Job Placement and Counseling

The case management team offers comprehensive job search support, counseling, and placement services to Program graduates. These services will aid students in evaluating their career

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<sup>4</sup> OSHA 10-hour training teaches basic safety and health information to entry-level workers in construction and general industry.

<sup>5</sup> HAZWOPER training prepares cleanup and emergency response workers to operate safely during a variety of scenarios involving hazardous substances.

<sup>6</sup> This certificate is provided to the project from a U.S. HUD grant awarded to Fresno County Department of Public Health and would continue to be available in 2024 through their partnership with Fresno County EDC.

aspirations, interests, and skills. As the training nears completion, the program management will also engage with students on a weekly basis, aiding with job applications, refining resumes, crafting cover letters, honing interview techniques, and conducting job searches. The contractors for the current project and in this proposal coordinate and will continue to coordinate with the City of Selma, the High Speed Rail Authority and its consultants, contractors, and subcontractors to fulfill skilled labor needs for the Phase 1 segment of the HSR Project.

Furthermore, graduates will receive access to community resources and opportunities to connect with potential employers through networking events. Business recruitment efforts will encompass marketing initiatives, informative workshops, and focused outreach across the six counties. Diverse marketing channels, including television, radio, social media, and print advertising, will be leveraged to raise awareness about the program. This will be complemented by showcasing the program's success through testimonials from both companies and jobseekers.

Meet and greet events and Job Fairs are currently and will continue to be conducted to connect graduates with potential employers.

#### Job Retention Assistance

The Workforce Training Coordinator at EDC and others on the case management team will offer job retention support and ongoing services to all placed individuals, including job advice, assistance with employment searches, and guidance in accessing various social service resources. Following job placement, an initial follow-up will take place on the client's start date, followed by monthly check-ins for a full year post-placement. These check-ins may be conducted either in person or via telephone. In cases where a student encounters obstacles to maintaining employment, the staff will work to connect them with resources that can help them stay employed. Should a student experience job loss, the staff will assist in identifying alternative employment options and provide support in securing new employment.

#### Mentoring

As a component of job retention assistance and follow-up services, the Workforce Training Coordinator and others on the instruction, i.e., Building Trades journeymen, and case management teams will offer on-the-job mentoring to guarantee the ongoing engagement and success of program graduates. The primary responsibility of the mentor is to promote the mentee's development in specific areas and to facilitate their successful program completion. Regular meetings will be scheduled between the mentor and mentee to review and track progress, while also offering constructive feedback and suggestions for program enhancement.

#### **Proposed Responsibilities**

For the envisioned project, it is expected that the City of Selma will undertake the following responsibilities:

- Recruitment of Administrative and Contract Oversight personnel.
- Procurement of Training-Related Supplies, such as construction materials.

- Securing a Building Lease.
- Managing Utilities, Internet, Water for drinking, and pest control services.

For the proposed project, the Fresno EDC will be responsible for the following:

- Managing sub-contractors who conduct case management, vocational training, and soft skills training.
- Providing staff at no cost to the grant to augment the case management team.
- Providing staff at no cost to the grant to augment employer engagement.
- Providing job readiness assistance, career navigation support, job placement and job retention support.
- Managing Marketing efforts.
- Procuring or recommending the procurement of training equipment, office supplies, furniture and other program supplies.
- Recommending facility improvements.
- Handling financial reporting—The EDC will provide monthly invoices to the City of Selma's Contract Manager for services rendered during the Program's execution
- Providing program reporting—In order to assess the program's effectiveness and achievements, the EDC will deliver monthly progress reports to the City of Selma's Contract Manager. These reports will include:
  - The number of students enrolled in the program for the report month.
  - The total hours of training received by each student during the report month.
  - The number of students successfully placed into jobs during the month, categorized by zip code, occupation, employer, or apprenticeship program address and phone number.
  - An audit detailing the allocation of funds provided to EDC pursuant to this Agreement.
  - Reporting on marketing efforts.
  - Reporting on material and equipment inventories.
  - Final program reporting.

A final report will be submitted to the Contract Manager for the City of Selma upon completion of the contract. This report will summarize all pertinent activities and accomplishments throughout the course of the program. The final annual report will include:

- Findings, conclusions, and recommendations.
- Quantified data qualified for measurement purposes.

### **Innovative/Creative Approaches**

The Fresno County Economic Development Corporation (EDC) is an innovative organization operating at the leading edge of economic development. Increasingly, economic development organizations have realized that workforce development is an essential part of their business operations. However, EDC has operated and excelled in this space for nearly a decade.

In 2014, the EDC and the Fresno County Department of Social Services (DSS) forged a partnership to create the New Employment Opportunities (NEO) Program. This innovative initiative enables both agencies to serve their respective clients: businesses and individuals facing



## EXHIBIT B

### RATE SCHEDULE

Annual Budget Central Valley Training Center				
Fresno County Economic Development Corporation				
Staffing		Hourly Rate	Hours	Grant Expenses
William Oliver, CEO EDC	No charge to the grant proposal, estimated value of \$12,918	\$ 124.21	0.00	\$ -
Sherry Neil, COO, EDC	In addition to proposed grant costs, an estimated leveraged funding value of \$21,395 from other programs will fund this staff member's work on the project.	\$ 82.81	53.63	\$ 4,441.16
Julian Ramos, Contracts Compliance Manager, EDC	No charge to the grant proposal, estimated value of \$9,842	\$ 63.09	0.00	\$ -
Kaila Lugo, Office Administrator		\$ 52.02	208.00	\$ 10,819.95
Danielle Dixon-Oglesby, Workforce Training/Retention, EDC		\$ 52.02	1040.00	\$ 54,099.76
Paul Thorn, Controller, EDC	In addition to proposed grant costs, an estimated leveraged funding value of \$17,370 from other programs will fund this staff member's work on the project.	\$ 83.51	104.00	\$ 8,685.25
Cindy De La Rosa, Employer Engagement Specialist, EDC	No charge to the grant proposal, estimated value of \$10,820	\$ 52.02	0.00	\$ -
Spencer Bremer, Research Analyst, EDC	No charge to the grant proposal, estimated value of \$6,199	\$ 59.61	0.00	\$ -
Malee Vang, Social Care Coordinator, EDC	No charge to the grant proposal, estimated value of \$12,172	\$ 58.52	0.00	\$ -
Ross Williams, Research Analyst, EDC	No charge to the grant proposal, estimated value of \$12,398	\$ 59.61	0.00	\$ -
Ray Jones, Accountant, EDC	No charge to the grant proposal, estimated value of \$14,652	\$ 70.44	0.00	\$ -
<b>Total Staffing</b>				<b>\$ 78,046.12</b>
<b>Other Expenses</b>				
Outreach and Marketing EDC				\$ 18,500.00
Laptop				\$ 1,500.00
<b>Total Other Expenses</b>				<b>\$ 20,000.00</b>
<b>Program Services</b>				
Apprenticeship Support (\$350/student (avg 20 graduates per class) - 4 cohorts)				\$ 28,000.00
Drug Testing				\$ 4,500.00
Program Supplies, EDC				\$ 6,250.00
Copier/Certificate Paper/Ink				\$ 1,250.00
Paper products (cups, hand towels,) pens, markers, pencils, highlighters				\$ 500.00
Picture Frames/Certificate Holders				\$ 500.00
Disposable masks/gloves, hand sanitizer, wipes/cleaner				\$ 750.00
PPE (hard hats, vests, safety goggles, work gloves, N95/dust masks tool belts)				\$ 3,500.00
<b>Total Other Expenses</b>				<b>\$ 45,250.00</b>
<b>Total Fresno County EDC</b>				<b>\$ 143,296.12</b>
Fresno Madera Kings Tulare Counties Building and Construction Trades Council (FMKT BCTC)				
Staffing		Hourly Rate	Hours	Grant Expenses
Director, *FMKT		\$ 86.07	1040.00	\$ 89,512.80
Training Manager, *FMKT		\$ 52.70	1040.00	\$ 54,808.00
Laborer Instructor (Certifications), *FMKT		\$ 46.54	1040.00	\$ 48,402.64
Journeyman Instructor 1, *FMKT	Iron Worker, Taping/Texturing, Bricklaying, Cement, Carpentry	\$ 71.50	720.00	\$ 51,480.00
Journeyman Instructor 2, *FMKT	Sheet Rock, Sheet Metal, Painting, Plumbing, Electrical	\$ 71.50	720.00	\$ 51,480.00
<b>Total Staffing</b>				<b>\$ 295,683.44</b>
<b>Other Expenses</b>				
Yearly Insurance, *FMKT				\$ 8,500.00
<b>Total Other Expenses</b>				<b>\$ 8,500.00</b>
<b>Program Services</b>				
Classroom Furniture/Supplies				
Tables/Chairs/Desks/Table Cloths/Ice Chest				\$ 4,500.00
Eye Wash Station				\$ 250.00
Small Classroom Items (Fans, AC Unit, Heaters, Projector, Computer/Equipment, Surge Protectors)				\$ 5,250.00

Total Program Services				\$ 10,000.00
Fresno Madera Kings Tulare Counties Building and Construction Trades Council (FMKT BCTC)				\$ 314,183.44
Fresno Economic Opportunities Commission Valley Apprenticeship Connections				
Staffing		Hourly Rate	Hours	Grant Expenses
TFC Instructors *VAC		\$ 68.98	840.00	\$ 57,943.20
Case Manager, *VAC		\$ 68.98	840.00	\$ 57,943.20
Program Manager, *VAC		\$ 39.05	840.00	\$ 32,802.00
Program Assistant, *VAC		\$ 68.98	840.00	\$ 57,943.20
Total Staffing				\$ 206,631.60
Program Services				
Additional in-demand certificates as dictated by employers (e.g., OSHA-30)				\$ 11,000.00
Laptops, Printers, Paper and Toner, Case Manager Phone Allowance (Participant resume workshops, online training, etc.)				\$ 8,500.00
Total Program Services				\$ 19,500.00
Fresno Economic Opportunities Commission Valley Apprenticeship Connections				\$ 226,131.60
City of Selma				
Staffing		Hourly Rate	Hours	Grant Expenses
Administrator, City of Selma		\$ 130.08	396.00	\$ 51,511.68
Economic Development, City of Selma		\$ 130.08	396.00	\$ 51,511.68
Contract Oversight, City of Selma		\$ 130.08	231.00	\$ 30,048.48
Total Staffing				\$ 133,071.84
Program Services				
Equipment Costs				
Forklift				\$ 4,500.00
Scissor Lift				\$ 1,200.00
Storage Racks				\$ 2,800.00
Sheet Metal Sheer				\$ 3,500.00
Total Program Services				\$ 12,000.00
Program Materials				
Gravel/Concrete Mix				\$ 2,950.00
Dry Wall/Dry Wall Hand Tools				\$ 3,000.00
Bricks, Planks				\$ 3,300.00
Shovels, Wheel Barrows				\$ 2,200.00
Nails, Screws, Wires				\$ 1,765.00
Painting Materials (rollers, covers, brushes, paint, tile/construction adhesives, trays, liners, tools, scrapers, drop				\$ 6,352.00
Hand Tools (wrenches, pliers, screw drivers, splicers, hex keys, measuring tape, drills, cutters, hammers, trowel)				\$ 8,750.00
Total Materials				\$ 28,317.00
Other				
Water Services				\$ 2,500.00
Pest Control				\$ 2,500.00
Utilities & Internet				\$ 19,200.00
Lease				\$ 118,800.00
Total Other Expenses				\$ 143,000.00
Total City of Selma Expenses				\$ 316,388.84
Total Annual Project Costs				\$ 1,000,000.00

## EXHIBIT C

### INSURANCE REQUIREMENTS

Without limiting Consultant's indemnification of City, and prior to commencement of the Services, Consultant shall obtain, provide and maintain at its own expense during the term of this Agreement, policies of insurance of the type and amounts described below and in a form satisfactory to the City.

**General liability insurance.** Consultant shall maintain commercial general liability insurance with coverage at least as broad as Insurance Services Office form CG 00 01, in an amount not less than \$2,000,000.00 per occurrence, \$4,000,000.00 general aggregate, for bodily injury, personal injury, and property damage. The policy must include contractual liability that has not been amended. Any endorsement restricting standard ISO "insured contract" language will not be accepted.

**Automobile liability insurance.** Consultant shall maintain automobile insurance at least as broad as Insurance Services Office form CA 00 01 covering bodily injury and property damage for all activities of the Consultant arising out of or in connection with Work to be performed under this Agreement, including coverage for any owned, hired, non-owned or rented vehicles, in an amount not less than \$2,000,000.00 combined single limit for each accident.

**Professional liability (errors & omissions) insurance.** Consultant shall maintain professional liability insurance that covers the Services to be performed in connection with this Agreement, in the minimum amount of \$2,000,000 per claim and in the aggregate. Any policy inception date, continuity date, or retroactive date must be before the effective date of this agreement and Consultant agrees to maintain continuous coverage through a period no less than three years after completion of the services required by this agreement.

Consultant shall submit to City, along with the certificate of insurance, a Waiver of Subrogation endorsement in favor of the City, its officers, agents, employees and volunteers.

**Proof of insurance.** Consultant shall provide certificates of insurance to City as evidence of the insurance coverage required herein, along with a waiver of subrogation endorsement for workers' compensation. Insurance certificates and endorsement must be approved by City's Risk Manager prior to commencement of performance. Current certification of insurance shall be kept on file with City at all times during the term of this contract. City reserves the right to require complete, certified copies of all required insurance policies, at any time.

**Duration of coverage.** Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the Services hereunder by Consultant, his agents, representatives, employees or subconsultants.

**Primary/noncontributing.** Coverage provided by Consultant shall be primary and any insurance or self-insurance procured or maintained by City shall not be required to contribute with it. The limits of insurance required herein may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and noncontributory basis for the benefit of City before the City's own insurance or self-insurance shall be called upon to protect it as a named insured.

**City's rights of enforcement.** In the event any policy of insurance required under this

Agreement does not comply with these specifications or is canceled and not replaced, City has the right but not the duty to obtain the insurance it deems necessary and any premium paid by City will be promptly reimbursed by Consultant, or City will withhold amounts sufficient to pay premium from Consultant payments. In the alternative, City may cancel this Agreement.

**Acceptable insurers.** All insurance policies shall be issued by an insurance company currently authorized by the Insurance Commissioner to transact business of insurance in the State of California, with an assigned policyholders' Rating of A- (or higher) and Financial Size Category Class VI (or larger) in accordance with the latest edition of Best's Key Rating Guide, unless otherwise approved by the City's Risk Manager.

**Waiver of subrogation.** All insurance coverage maintained or procured pursuant to this agreement shall be endorsed to waive subrogation against City, its elected or appointed officers, agents, officials, employees and volunteers or shall specifically allow Consultant or others providing insurance evidence in compliance with these specifications to waive their right of recovery prior to a loss. Consultant hereby waives its own right of recovery against City, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

**Enforcement of contract provisions (non estoppel).** Consultant acknowledges and agrees that any actual or alleged failure on the part of the City to inform Consultant of non-compliance with any requirement imposes no additional obligations on the City nor does it waive any rights hereunder.

**Requirements not limiting.** Requirements of specific coverage features or limits contained in this Section are not intended as a limitation on coverage, limits or other requirements, or a waiver of any coverage normally provided by any insurance. Specific

reference to a given coverage feature is for purposes of clarification only as it pertains to a given issue and is not intended by any party or insured to be all inclusive, or to the exclusion of other coverage, or a waiver of any type. If the Consultant maintains higher limits than the minimums shown above, the City requires and shall be entitled to coverage for the higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City.

Notice of cancellation. Consultant agrees to oblige its insurance agent or broker and insurers to provide to City with a thirty (30) day notice of cancellation (except for nonpayment for which a ten (10) day notice is required) or nonrenewal of coverage for each required coverage.

**Additional insured status.** General liability policies shall provide or be endorsed to provide that City and its officers, officials, employees, and agents, and volunteers shall be additional insureds under such policies. This provision shall also apply to any excess liability policies.

**Prohibition of undisclosed coverage limitations.** None of the coverages required herein will be in compliance with these requirements if they include any limiting endorsement of any kind that has not been first submitted to City and approved of in writing.

**Separation of Insureds.** A severability of interests provision must apply for all additional insureds ensuring that Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the insurer's limits of liability. The policy(ies) shall not contain any cross-liability exclusions.

**Pass Through Clause.** Consultant agrees to ensure that its subconsultants, subcontractors, and any other party involved with the project who is brought onto or involved in the project by Consultant, provide the same minimum insurance coverage and endorsements required of Consultant. Consultant agrees to monitor and review all such coverage and assumes all responsibility for ensuring that such coverage is provided in conformity with the requirements of this section. Consultant agrees that upon request, all agreements with consultants, subcontractors, and others engaged in the project will be submitted to City for review.

**City's right to revise specifications.** The City reserves the right at any time during the term of the contract to change the amounts and types of insurance required by giving the Consultant ninety (90) days advance written notice of such change. If such change results in substantial additional cost to the Consultant, the City and Consultant may renegotiate Consultant's compensation.

**Self-insured retentions.** Any self-insured retentions must be declared to and approved by the City. The City reserves the right to require that self-insured retentions be eliminated, lowered, or replaced by a deductible. Self-insurance will not be considered to comply with these specifications unless approved by the City.

**Timely notice of claims.** Consultant shall give the City prompt and timely notice of claims made or suits instituted that arise out of or result from Consultant's performance under this Agreement, and that involve or may involve coverage under any of the required liability policies.

**Additional insurance.** Consultant shall also procure and maintain, at its own cost and expense, any additional kinds of insurance, which in its own judgment may be necessary for its proper protection and prosecution of the work.

**Grant Proposal to the:**

City of Selma  
High Speed Rail Training Program  
Attn: Office of the City Clerk  
1710 Tucker Street  
Selma, CA 93662

**Submitted By:**

Fresno County Economic Development Corporation  
1060 Fulton Street, 4<sup>th</sup> Floor  
Fresno, CA 93721  
559-476-2500 (Telephone)  
559-233-2156 (fax)  
[www.fresnoedc.com](http://www.fresnoedc.com)

**Title:**

**Good Jobs Challenge: Central Valley Training Center**

October 25, 2023

## **1. Qualifications and Experience**

The Fresno County Economic Development Corporation (EDC) is a 501(c)(6) organization. Established in 1981, the EDC is a private non-profit economic development organization aimed at fostering local, national, and international job creation and investment in Fresno County. Its primary objective is to cultivate an optimal business environment conducive to the growth and retention of local enterprises. In this role, the EDC proudly serves the communities of Clovis, Coalinga, Firebaugh, Fowler, Fresno, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, San Joaquin, Sanger, and Selma.

The Fresno County Economic Development Corporation (EDC) recognizes that economic growth and the inclusion of our most disadvantaged communities are interdependent. Our local economy thrives when all segments of society actively engage in the region's economy and labor market. Businesses benefit greatly by having access to a broader pool of qualified workers while individuals find more avenues to progress in their careers and lives. To this end, Fresno County EDC has administered a subsidized employment program through the County's Department of Social Services since 2014. In the more than 9 years since this program was launched, more than 300 businesses have hired more than 1,700 job seekers and received nearly \$14.5 million in wage reimbursements to provide on-the-job training across all industry sectors in the county.

In September 2022, Fresno County EDC and dozens of partners secured \$23 million in funding from the U.S. Department of Commerce's Good Jobs Challenge. This competitive grant included only 32 awarded projects in the country with more than 500 proposals submitted. Fresno County EDC's project includes the following industry sectors: Business Services, Construction, Manufacturing, and Transportation / Logistics. In all of these sectors, this grant will expand employment and training services in Fresno, Kings, Madera, and Tulare Counties. The partners in this proposal, Fresno Economic Opportunities Commission and the Fresno Madera Kings and Tulare Counties Building and Construction Trades Council, are also part of the region's Good Jobs projects in the construction sector. Additionally, through the provision of Good Jobs funding, additional training opportunities will be made available to program participants through State Center Community College District and potentially other providers<sup>1</sup>.

In June 2023, Fresno County EDC was a successful subrecipients in partnership with United Way of Fresno and Madera Counties for California's CERF Economic Development Pilot funding. The Fresno County EDC project in this award included \$3 million in funding for Good Jobs Challenge partners to increase the scale of that project and add to the \$1.5 million in supportive services, e.g., transportation assistance or childcare, made available through the Good Jobs grant. In addition to more funding for supportive services, the CERF Economic Development Pilot will provide \$350,000 to Good Jobs to pilot \$500 stipends to participants in training programs with demonstrated financial needs.

The senior officials of the EDC who oversee these projects and the current High Speed Rail Authority training facility in Selma, CA, are:

- Mr. Will Oliver, President/CEO

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<sup>1</sup> Please see letters of support



- Mr. Paul Thorn, Controller
- Ms. Sherry Neil, Chief Operating Officer

The main contact for this project will be:

Will Oliver, President/CEO  
 Fresno County Economic Development Corporation  
 906 N. Street, Suite 120  
 Fresno, CA 93721  
 woliver@fresnoedc.com  
 (559) 476-2518  
 www.fresnoedc.com

The Staffing section of this proposal delves into the background and experience of the team at Fresno County EDC who will continue to work on this project if this proposal is funded. Additionally, resumes for this team are provided as an attachment to this application. A brief overview of the team at Fresno County EDC is provided below.

- **William Oliver, President and Chief Executive Officer:** Mr. Oliver has served EDC for 10 years, rising from the ranks of a coordinator to assume the role as CEO after the retirement of Lee Ann Eager. Mr. Oliver has extensive economic development experience and is a former City Councilmember for the City of Madera.
- **Sherry Neil, Chief Operating Officer:** Ms. Neil has been EDC's COO for four years, having previously worked at Fresno Economic Opportunities Commission. She has overseen the EDC's business services team, the subsidized employment program under Fresno County DSS, and the Central Valley Training Center.
- **Paul Thorn, Controller:** Mr. Thorn is the Controller for EDC and the longest tenured member of the EDC's team. As Controller, he is responsible for the overall management of the organization's multiple local, state, and federal funded program budgets.
- **Spencer Bremer, Research Analyst:** Mr. Bremer is a Fresno State University graduate in Economics. He provides labor market research supportive of EDC's programs and supports the organization with other customized reporting.
- **Cindy De La Rosa, Employer Engagement Specialist:** Ms. De La Rosa has extensive experience as a case manager supporting workforce development programs. She now serves as the Employer Engagement point person for the Good Jobs Challenge grant.
- **Danielle Dixon-Oglesby, Workforce Training Coordinator:** Ms. Dixon-Oglesby previously served as a Job Specialist for Department of Social Services clients. She now is responsible for job readiness training and job placement / retention assistance at the High Speed Rail Authority's Central Valley Training Center/

- **Kaila Lugo, Office Administrator:** Ms. Lugo is EDC's Office Administrator and supports the organization's many programs. Under the current Central Valley Training Center contract, Ms. Lugo is responsible for assisting with job fairs, graduation ceremonies, and other events as required by the project.
- **Julian Ramos, Contracts Compliance Manager:** Mr. Ramos has been with EDC for over three years and managed the organization's Attractions Team for the previous two years. He is now assuming the role of Contracts Compliance Manager, assisting each program manager with contract milestones and deliverables.
- **Malee Vang, Social Care Coordinator:** Ms. Vang has extensive experience as a workforce development case manager and regarding wraparound support and referrals. In the Good Jobs Challenge project, she is responsible for the removal of barriers and the leveraging of community-based organizations and place-based service providers.
- **Ross Williams, Research Analyst:** Mr. Williams is a Fresno State University graduate in Data Analytics. He provides oversight of program data collection and monitoring support for EDC's programs and supports the organization with other customized reporting.
- **Raymond Jones:** Mr. Jones brings nearly 30 years of experience in accounting to Fresno County EDC including supervision of complex projects at Clovis Unified School District and other federal grant funded projects.

## **Sub-Contractors**

Under the current contract for High Speed Rail training services in Selma, CA, Fresno Economic Opportunities Commission and the Fresno Madera Kings and Tulare Counties Building and Construction Trades Council provide services for the project as well. Both organizations have provided letters of agreement and support to continue with the project in line with this proposal.

Fresno Economic Opportunities Commission provides and proposes to continue providing participant recruitment, case management, referrals to supportive services, and cover the instruction of non-technical skills training (i.e., soft skills training) using the Thinking for a Change curriculum, discussed below, as well as the physical training curriculum included in the project. The addition of support from Good Jobs Challenge with this project will result in federal funding for some supportive services, e.g., childcare services or transportation, as well as increased coordination with community-based organizations.

The Fresno Madera Kings and Tulare Counties Building and Construction Trades Council (BCTC) provides and proposes to continue providing training conducted by members of the region's construction unions. This training provides hands-on experience in multiple trades. Additionally, the BCTC facilitates lectures on applied mathematics and background on applying to and joining local unions. Letters of agreement from the partners are included in Attachment C, current contracts are in Attachment E, and an example curriculum is provided in Attachment F.

## **2. Methodology Section**

### **Implementation Plan**

As the incumbent bidder, Fresno County EDC anticipates no meaningful delays in implementation of this project upon receipt of a contract and/or Notice to Proceed (NTP) from the City of Selma. For this reason, no implementation schedule is provided. Services are anticipated to begin not long after contract approvals. Moreover, the subcontractors on the current High Speed Rail project in Selma, CA, have committed to continue with the project if awarded as indicated by their attached letters of agreement.

### **Scope of Work**

#### **Statement of Need**

The Central Valley is a diverse region in the heart of California with an abundance of agricultural production and other industry sectors that have seen rapid growth in the last five years such as Transportation and Warehousing (+52%), Healthcare (+19%), Arts and Entertainment (+19%), Utilities (+18%), and Construction (+17%). In the next five years, Construction is forecast to expand another 9% adding 5,181 jobs in the sector<sup>2</sup>. It should be noted though that these forecasts look at historic trends and may understate the potential for job growth in this sector, especially if high-quality construction pre-apprenticeship programs are made available to underserved and underrepresented residents in the Central Valley.

Several years ago, Applied Development Economics (ADE) assessed the value of approved public infrastructure construction across the state-defined ten-county Central Valley Region, stretching from San Joaquin County in the north to Kern County in the south. From 2021 through 2031, the value of these projects was estimated at \$47 billion. However, ADE's analysis pre-dated publicly funded construction projects supported by President Biden's historic Bipartisan Infrastructure Bill alongside similarly significant state funded investments. According to the State Building and Construction Trade Council of California, an estimated 19,000-25,000 jobs are created per every \$1 billion of infrastructure funding.

Despite the dynamic growth observed in these sectors, the region continues to grapple with persistently high rates of unemployment, underemployment, and poverty. The proposed service area for this project encompasses residents from the central counties of Fresno, Kern, Kings, Madera, Merced, and Tulare, all of which consistently rank in the top-ten counties in California with the highest unemployment rates. For context, the comparative unemployment figure for the United States is only 3.5%, underscoring that Fresno County's unemployment rate is twice the national average, and Tulare County's rate is nearly three times the national rate. As of 2023, all counties within the targeted service area remain in the top ten California counties with the highest unemployment rates, detailed in Table 1 below:

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<sup>2</sup> Data from Lightcast (formerly EMSI) for the six-county region of Fresno, Kern, Kings, Madera, Merced, and Tulare – the same service area of this RFP and proposal.

**Table 1. Top 10 California Counties by Unemployment Rate July 2023 (RFP Service Areas Shaded)**

Rank	County	Unemployment Rate
1	Imperial County	18.0%
2	Colusa County	10.7%
3	Tulare County	9.9%
4	Merced County	8.9%
5	Kern County	8.2%
6	Kings County	8.0%
7	Madera County	7.2%
8	Fresno County	7.1%
9	Alpine County	7.0%
10	Sutter County	6.9%

The service area of the proposed project in the table above is shaded a darker gray. Source: California Employment Development Department – Local Area Unemployment Statistics (LAUS 09.25.23)

Similarly, the service area for the High Speed Rail Authority’s pre-apprenticeship training program experiences higher rates of poverty compared to the national average, which was 11.5% during the period of comparison. Poverty rates are notably acute among younger prime-aged workers (see Table 2) and for individuals without a high school diploma (see Table 3). In fact, individuals lacking a high school diploma or an equivalent credential in the service area face a poverty rate that exceeds twice that of the national average. Additionally, the service area’s poverty rates are calculated based on federal standards which fail to accurately capture the true extent of the population’s economic struggles, due to the higher cost of living in California.

**Table 2. Poverty by Age Classification**

Age Classification	6-County Region		
	Total	Below Poverty Level	% Below Poverty Level
18 to 64 years	1,740,271	285,293	16.4%
18 to 34 years	729,476	128,091	17.6%
35 to 64 years	1,010,795	157,202	15.6%
60 years and over	511,664	76,920	15.0%
65 years and over	363,769	49,985	13.7%

Source: United States Census Bureau - American Community Survey 1-Year Estimates (2022)

**Table 3. Poverty by Educational Attainment**

<b>Educational Attainment</b>	<b>6-County Region</b>		
	<b>Total</b>	<b>Below Poverty Level</b>	<b>% Below Poverty Level</b>
Population 25 years and over	1,801,899	275,200	15.3%
Less than high school graduate	401,654	104,098	25.9%
High school graduate (includes equivalency)	478,620	80,665	16.9%
Some college or Associate's degree	551,856	67,416	12.2%
Bachelor's degree or higher	369,769	23,021	6.2%

Source: United States Census Bureau - American Community Survey 1-Year Estimates (2022)

As shown in Table 3 above, educational attainment and poverty have a clear correlation. Table 2 further highlights that individuals aged 18 to 34 have a higher likelihood of experiencing poverty when compared to any other age group in the region. These numbers underscore the crucial role played by vocational training programs such as the Central Valley Training Center in addressing the needs of those struggling with unemployment, underemployment, poverty, and/or limited education attainment levels.

Further, vocational training programs, specifically ones focused on high-quality careers such as construction, possess a unique capacity to lift individuals and their families from the cycle of poverty. While there are several construction training programs in the region, the currently funded High Speed Rail-backed Central Valley Training Center stands out as the only operational program in Eastern Fresno County that has experienced partners and direct affiliations with local unions.

Knowledgeable staff with experience in employment and training services for the underemployed and unemployed currently support the Central Valley Training Center in Selma, CA. This support will persist should this proposal be awarded continued grant funding. Case management and barrier remediation / removal are essential early steps in successful vocational training for these populations. With significant project funding bolstering the region, enhanced labor market participation is set to catalyze local economic growth. Furthermore, if this proposal garners approval, it will include additional support from the Good Jobs Challenge funding, encompassing supplemental case management and direct supportive services payments in 2024 and beyond.

### Barriers

When supporting and designing vocational training programs for populations that experience high levels of underemployment, unemployment, and poverty, it's crucial to integrate experienced social services practitioners in addition to technical skills instructors. Currently, the Central Valley Training Center in Selma, CA, receives this support with Fresno County EDC's Workforce Training Coordinator and Fresno Economic Opportunities Commission who facilitate soft skills training and case management. In 2024, Good Jobs Challenge resources will greatly add to the support available to participants in this project (see Staffing Section for more details). Experienced social services practitioners are best equipped to address persistent barriers hindering the entry of targeted populations into these trades. These barriers include:

- ***Gender Disparity:***
  - **Barrier:** Women continue to be underrepresented in the construction trades, facing ongoing historical discrimination.
  - **Solution:** The Central Valley Training Center includes women facilitators/case managers. With Good Jobs funding in 2024 and beyond, \$1 million will be available to provide community-based organization support for recruitment and retention services for underrepresented demographics in high-quality careers like construction.
- ***Insufficient Education and Training:***
  - **Barrier:** Construction trade jobs typically demand hands-on training and experience and applied skills in math, creating an initial entry barrier.
  - **Solution:** The Central Valley Training Center directly addresses this barrier through multifaceted instruction from journeymen in the trades.
- ***Tool Ownership Requirements:***
  - **Barrier:** Many employers expect employees to provide their own specialized tools, which can be prohibitively expensive for many job seekers.
  - **Solution:** Funding in this proposal directly addresses this through apprenticeship / job seeker supportive services.
- ***Limited Job Search Skills:***
  - **Barrier:** A significant number of entry-level job seekers lack proficiency in resume preparation, interview skills, and access to the computer resources that are necessary for today's job market.
  - **Solution:** The Central Valley Training Center directly addresses this with job search training and support and job fairs for each graduating cohort.
- ***Substance Dependency:***
  - **Barrier:** Drug and alcohol issues can significantly impede an individual's ability to secure and maintain employment.
  - **Solution:** Drug testing and case management directly address this barrier in the current program and in this proposal.
- ***Transportation Challenges:***
  - **Barrier:** Construction jobs may be dispersed across a wide geographic area, with public transportation often failing to provide access to these job sites.
  - **Solution:** Good Jobs Challenge funding will provide transportation assistance to participants in 2024 if this proposal is selected.
- ***Childcare Accessibility:***
  - **Barrier:** The lack of affordable childcare can hinder many job seekers, particularly mothers, from rejoining the workforce. Additionally, finding childcare with early drop-off times to accommodate construction schedules can be challenging.
  - **Solution:** Good Jobs Challenge funding will provide childcare assistance as well as resource navigation services to participants in 2024 if this proposal is selected.
- ***Disruptive Relationships:***
  - **Barrier:** Codependent relationships with family members and significant others can often have a negative impact on an individual's ability to complete a training program and subsequently gain employment.

- **Solution:** Central Valley Training Center case managers directly address this barrier in the current program and in this proposal.

The target demographics for the current Pre-Apprenticeship Training Program in Selma, CA, is quite broad but at the same time focused on underemployed and unemployed individuals in need of skills development to obtain high-quality careers. The EDC and its partners currently and propose to continue to actively engage in outreach and recruitment efforts directed toward women, minorities, veterans, ex-offenders, at-risk and disconnected young adults, as well as other underrepresented populations residing in Fresno, Kings, Tulare, Madera, Merced, and Kern Counties. Good Jobs Challenge funding will also support a broad network of Community-Based Organizations at no cost to the City of Selma grant to assist in recruitment, training completion, job search and placement, and employment retention.

EDC and its partners rely and will continue to rely on broad marketing strategies to ensure residents across the five counties are informed about the training opportunity, along with the available resources and services and achieve orientation cohorts of 35-40 interested participants. The dissemination of information, results, and outcomes will be conveyed to the target audience through various marketing approaches, including:

1. Collaborative efforts with local community colleges, high schools, adult schools, and community-based organizations to identify and recruit participants;
2. Sharing information with area churches and other faith-based organizations;
3. Publishing announcements and articles to local media outlets;
4. Conducting outreach and recruitment workshops;
5. Forging partnerships with social service organizations that serve the underrepresented populations;
6. Announcing program activities to community partners during community meetings; and
7. Posting information on the Corporation's and partners' websites, as well as on Facebook, Instagram, and other social media platforms.

One particularly impactful strategy revealed in recent cohorts involves re-enrolling individuals who faced unforeseen barriers which prevented them from completing similar training in Metro Fresno. Fresno Economic Opportunities Commission currently operates a construction pre-apprenticeship program in Metro Fresno and will continue sustain it for the duration of this proposed project. Continued funding for the Central Valley Training Center will include seamless referrals between the Metro Fresno program and the one in Selma, CA. This will facilitate smoother re-enrollment for individuals who encounter unexpected barriers while enrolled in either of these programs.

### Pre-Apprenticeship Training

The goal of the Center Valley Training Center is to deliver a customized program that caters to the unique needs of each participant. This program is designed to foster connections with resources that encompass a wide range of supportive services, and beginning next year, the partners included in this proposal will be able to draw on Good Jobs Challenge funding and other state funding to

directly address supportive services needs like transportation assistance and childcare<sup>3</sup>. The program's case management team will also continue to work with participants and identify other sources of support available through the community.

Throughout the calendar year, the EDC is committed to providing a minimum of four class cohorts each spanning 12 weeks with hands-on training and other customized instruction. The Pre-Apprenticeships Training Program will provide daily instruction and services, commencing at 7:00 a.m. and concluding at 2:00 p.m. with additional time made available for students who need tutoring or other services. At no expense, students will be provided with all necessary equipment, tools, instruments, materials, textbooks, and supplies essential for the training program.

The training curriculum, endorsed and facilitated by the Building Trades, will comprehensively cover all aspects of the building and construction industry. Over the course of 12 weeks, students will receive a blend of group and one-on-one instruction along with hands-on project work. Hands-on shop training will be conducted and supervised by skilled craft-persons (full journeyman) in the trade being performed. Core elements of the curriculum will encompass, but not necessarily be limited to:

- Orientation to the construction industry and the apprenticeship structure
- Construction related physical fitness training and job safety
- Applied math for construction purposes
- Surveying and blueprint reading
- Tool and material identification
- Fundamentals of structural steel and ironwork
- Fundamentals of framing, form, foundation work, and cement work
- Basic electrical and wiring work
- Basic elements of plumbing
- Hazardous waste and lead abatement training
- Confined space training
- On-line training in emerging environmental technologies
- Rail/ Train Safety
- Additional training including but not necessarily limited to:
  - Building Inspection
  - Computer Assisted Drafting (CAD)
  - Construction Site Supervision and Management

Throughout the training program, each student's progress is evaluated and graduation from the program is contingent upon meeting specific program objectives in addition to demonstrated job readiness. These objectives include active class participation, consistent attendance, successful performance in both written and practical exams, and the maintenance of a passing grade. Upon completion, students receive industry-specific certifications provided by the Northern CA Laborers, which not only validates their expertise but also sets them apart from individuals without such credentials. While these certifications do not guarantee employment, they serve as a testament

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<sup>3</sup> Fresno County EDC was a subrecipient of the successful United Way of Fresno and Madera Counties grant for CERF Economic Development Pilot funding to add to the services and program pathways available in Good Jobs.



to the students' comprehensive understanding of building and construction safety, enabling them to identify and address problems or issues more adeptly. Each successful student currently earns the following industry certifications:

- First Aid
- CPR
- Confined Space
- Traffic Control/Workplace Safety
- OSHA-10<sup>4</sup>
- HAZWOPER 40<sup>5</sup>
- EPA Lead Paint Renovation, Repair, and Painting (RRP)<sup>6</sup>
- Forklift
- Scissor Lift

After completing the program, students will receive a program evaluation via web-based survey aimed at gauging their overall satisfaction and learning experience during the training. The case management team also speaks with students on a weekly basis during the program and then monthly post-graduation to ensure employment and job retention while assisting with any other barriers that may have emerged. These assessments include inquiries such as:

1. How successful was the training in equipping you with relevant knowledge and skills?
2. Were you able to implement what you learned to enhance your performance in the classroom?
3. What additional advantages did the training program yield?

Based on the evaluation outcomes, participant check-ins, and monthly program reports, the program's management team can discern the training program's strengths and areas for improvement, and subsequently adapt service delivery to facilitate ongoing enhancement. The EDC will highlight achievements by disseminating them for outreach, recruitment, and in public relations materials. Regarding areas requiring refinement, the EDC will promptly address correctable issues and undertake a comprehensive assessment for those necessitating a longer-term strategic approach. It should be noted that as the incumbent bidder EDC and its partners have extensive experience working together on this project and other similar projects. Typically, representatives from the contractor and subcontractors in the current program and this proposal are onsite during the same times each day to monitor program performance.

### Job Placement and Counseling

The case management team offers comprehensive job search support, counseling, and placement services to Program graduates. These services will aid students in evaluating their career

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<sup>4</sup> OSHA 10-hour training teaches basic safety and health information to entry-level workers in construction and general industry.

<sup>5</sup> HAZWOPER training prepares cleanup and emergency response workers to operate safely during a variety of scenarios involving hazardous substances.

<sup>6</sup> This certificate is provided to the project from a U.S. HUD grant awarded to Fresno County Department of Public Health and would continue to be available in 2024 through their partnership with Fresno County EDC.

aspirations, interests, and skills. As the training nears completion, the program management will also engage with students on a weekly basis, aiding with job applications, refining resumes, crafting cover letters, honing interview techniques, and conducting job searches. The contractors for the current project and in this proposal coordinate and will continue to coordinate with the City of Selma, the High Speed Rail Authority and its consultants, contractors, and subcontractors to fulfill skilled labor needs for the Phase 1 segment of the HSR Project.

Furthermore, graduates will receive access to community resources and opportunities to connect with potential employers through networking events. Business recruitment efforts will encompass marketing initiatives, informative workshops, and focused outreach across the six counties. Diverse marketing channels, including television, radio, social media, and print advertising, will be leveraged to raise awareness about the program. This will be complemented by showcasing the program's success through testimonials from both companies and jobseekers.

Meet and greet events and Job Fairs are currently and will continue to be conducted to connect graduates with potential employers.

#### Job Retention Assistance

The Workforce Training Coordinator at EDC and others on the case management team will offer job retention support and ongoing services to all placed individuals, including job advice, assistance with employment searches, and guidance in accessing various social service resources. Following job placement, an initial follow-up will take place on the client's start date, followed by monthly check-ins for a full year post-placement. These check-ins may be conducted either in person or via telephone. In cases where a student encounters obstacles to maintaining employment, the staff will work to connect them with resources that can help them stay employed. Should a student experience job loss, the staff will assist in identifying alternative employment options and provide support in securing new employment.

#### Mentoring

As a component of job retention assistance and follow-up services, the Workforce Training Coordinator and others on the instruction, i.e., Building Trades journeymen, and case management teams will offer on-the-job mentoring to guarantee the ongoing engagement and success of program graduates. The primary responsibility of the mentor is to promote the mentee's development in specific areas and to facilitate their successful program completion. Regular meetings will be scheduled between the mentor and mentee to review and track progress, while also offering constructive feedback and suggestions for program enhancement.

### **Proposed Responsibilities**

For the envisioned project, it is expected that the City of Selma will undertake the following responsibilities:

- Recruitment of Administrative and Contract Oversight personnel.
- Procurement of Training-Related Supplies, such as construction materials.

- Securing a Building Lease.
- Managing Utilities, Internet, Water for drinking, and pest control services.

For the proposed project, the Fresno EDC will be responsible for the following:

- Managing sub-contractors who conduct case management, vocational training, and soft skills training.
- Providing staff at no cost to the grant to augment the case management team.
- Providing staff at no cost to the grant to augment employer engagement.
- Providing job readiness assistance, career navigation support, job placement and job retention support.
- Managing Marketing efforts.
- Procuring or recommending the procurement of training equipment, office supplies, furniture and other program supplies.
- Recommending facility improvements.
- Handling financial reporting—The EDC will provide monthly invoices to the City of Selma’s Contract Manager for services rendered during the Program’s execution
- Providing program reporting—In order to assess the program’s effectiveness and achievements, the EDC will deliver monthly progress reports to the City of Selma’s Contract Manager. These reports will include:
  - The number of students enrolled in the program for the report month.
  - The total hours of training received by each student during the report month.
  - The number of students successfully placed into jobs during the month, categorized by zip code, occupation, employer, or apprenticeship program address and phone number.
  - An audit detailing the allocation of funds provided to EDC pursuant to this Agreement.
  - Reporting on marketing efforts.
  - Reporting on material and equipment inventories.
  - Final program reporting.

A final report will be submitted to the Contract Manager for the City of Selma upon completion of the contract. This report will summarize all pertinent activities and accomplishments throughout the course of the program. The final annual report will include:

- Findings, conclusions, and recommendations.
- Quantified data qualified for measurement purposes.

### **Innovative/Creative Approaches**

The Fresno County Economic Development Corporation (EDC) is an innovative organization operating at the leading edge of economic development. Increasingly, economic development organizations have realized that workforce development is an essential part of their business operations. However, EDC has operated and excelled in this space for nearly a decade.

In 2014, the EDC and the Fresno County Department of Social Services (DSS) forged a partnership to create the New Employment Opportunities (NEO) Program. This innovative initiative enables both agencies to serve their respective clients: businesses and individuals facing

underemployment or unemployment. The NEO program provides wage reimbursements to eligible employers who hire participants of the California Work Opportunities and Responsibility to Kids (CalWORKs) Welfare-to-Work participants. Through this collaboration, EDC identified job-ready candidates and provided ongoing on-the-job training opportunities for new and existing local businesses. Simultaneously, DSS was able to find good employment opportunities for Fresno County's most vulnerable communities. This program pioneered the pairing of a County Social Service agency with a non-profit economic development agency to align local businesses and industries with ready-to-work jobseekers.

In 2018, the NEO program was recognized by the International Economic Development Council who awarded the program the Gold Award for Business Retention and Expansion Programs. With continued funding for the Central Valley Training Center, EDC intends to leverage the NEO program to harness the program's employer recruitment and bolster job placement and retention rates for program graduates.

EDC's leadership in workforce development was recognized in 2022 with one of only 32 awards nationally in the U.S. Department of Commerce's Good Jobs Challenge program. This grant program was highly competitive with 509 applications submitted. All partners in this proposal for continued funding of the Central Valley Training Center are also partners in the Good Jobs Challenge. Additionally, the Good Jobs Challenge includes partners in the surrounding counties that will assist with recruitment and job placement support for the Central Valley Training Center during the program years for this proposal. Good Jobs Challenge funding is approved and available for the Central Valley Training Center to provide leveraged funding support for the following supportive services at no charge to the City of Selma:

- Union Initiation Fees and Dues
- Transportation Assistance (i.e., Gas Cards and/or E.V. ride shares)
- Childcare Services
- Additional Tools / Supplies Required for Work

It is difficult to estimate the value of these leveraged supportive services because participant needs will dictate what is made available and the corresponding costs for this assistance. It is very likely that the total value of these services will exceed \$50,000 per program year at no cost to the project. Additionally, Fresno County EDC's staff support of the project will largely be funded by the Good Jobs Challenge providing approximately another \$117,000 or more in leveraged support at no cost to this grant. Fresno County EDC has also secured in partnership with the United Way of Fresno and Madera Counties additional supportive services funding from the state's CERF Economic Development Pilot grant that will be able to provide forms of assistance not allowed by the Good Jobs Challenge grant. These cost savings will allow the project partners to reallocate funding to provide additional certifications as well as increased case management and training support.

An additional creative approach made available through the Good Jobs Challenge will be add-on training sourced from other providers on a case-by-case basis. Participants who wish to learn more about such skills as Computer Aided Design, Building Inspection, Construction Site Management/Supervision, etc., will be able to tap into Good Jobs Challenge funding to continue their skills development and be more competitive in the labor market.

### **3. Staffing and Key Personnel Qualifications**

This Staffing section the qualifications of the project's key personnel at Fresno County EDC and also summarizes the qualifications of the subcontractors from this proposal. Resumes for the personnel referenced in this section can be found in Attachment D.

**William Oliver, President and Chief Executive Officer:** Mr. Oliver is a third generation Central Valley resident who brings over a decade of multidisciplinary experience in business services, economic development, and public policy and assumed leadership of Fresno County EDC in September 2023, his tenth anniversary at the organization. He has served on the City Council of Madera, the Board for the City of Madera Housing Authority, and now serves on the Board for United Way and the Fresno Chamber of Commerce. He frequently participates in the regional Point-in-Time (PIT) count of sheltered and unsheltered people experiencing homelessness each January. All his time, 5% or 104 total hours per year, will be funded through leveraged dollars at no cost to this proposed grant.

**Sherry Neil, Chief Operating Officer:** Ms. Neil will be responsible for overseeing the overall operations of the training program. She has held a number of leadership roles at Community Action Partnership organizations throughout the United States. She is a former adjunct professor and case manager. She currently serves on the Board of Directors for Fresno Economic Opportunities Commission. Her total time on the project, 15% or 312 total hours per year, will be funded through both leveraged dollars at no cost to this proposed grant and some grant funded dollars, 12% and 3% respectively.

**Paul Thorn, Controller:** Mr. Thorn will be responsible for supervising all the accounting activities for the Program. This will include financial statements, general ledger, payroll, accounts payable and receivable, ensuring compliance with tax laws, and analyzing financial data. Mr. Thorn has been the Controller for Fresno County EDC for over 10 years and has more than 20 years of combined experience in accounting. His total time on the project, 15% or 312 total hours per year, will be funded through both leveraged dollars at no cost to this proposed grant and some grant funded dollars, 10% and 5% respectively.

**Spencer Bremer, Research Analyst:** Mr. Bremer is a Fresno State University graduate in Economics. He provides labor market research supportive of EDC's programs and supports the organization with other customized reporting. Mr. Bremer is highly proficient at a number of computer applications including Python, Microsoft Power BI, and the suite of Microsoft Office platforms. He uses these skills to create reports and performance dashboards for EDC's programs. All his time, 5% or 104 total hours per year, will be funded through leveraged dollars at no cost to this proposed grant.

**Cynthia "Cindy" De La Rosa, Employer Engagement Specialist:** Ms. De La Rosa has extensive experience as a case manager supporting workforce development programs, including programs directly related to the construction sector. She now serves as the Employer Engagement point person for the Good Jobs Challenge grant and has a Bachelor of Arts in Social Work from Fresno

State. All her time, 10% or 208 total hours per year, will be funded through leveraged dollars at no cost to this proposed grant.

**Danielle Dixon-Oglesby, Workforce Training Coordinator:** Ms. Dixon-Oglesby previously served as a Job Specialist for Department of Social Services clients. She now is responsible for job readiness training and job placement / retention assistance at the High Speed Rail Authority's Central Valley Training Center. In this role, she works with each participant on their resumes, interview skills, and career preferences. She is also the main point of contact for employers and the quarterly job fair at the program. She provides ongoing job search and retention services to program graduates as well. All her time, 50% or 1040 total hours per year, will be funded through this proposed grant.

**Kaila Lugo, Office Administrator:** Ms. Lugo is EDC's Office Administrator and supports the organization's many programs. Under the current Central Valley Training Center contract, Ms. Lugo is responsible for assisting with job fairs, graduation ceremonies, and other events as required by the project including the quarterly job fair and graduation ceremony. She has extensive customer service experience. All her time, 10% or 208 total hours per year, will be funded through this proposed grant.

**Julian Ramos, Contracts Compliance Manager:** Julian Ramos has been with EDC for over three years and managed the organization's Attractions Team for the previous two years. He will soon assume the role of Contracts Compliance Manager, assisting each program manager with contract milestones and deliverables. In this role Mr. Ramos will be responsible for supervising the organization's research analysts and monitoring all program reporting, both internal and external, for maximum efficacy and the realization of all contract deliverables. All his time, 7.5% or 156 total hours per year, will be funded through leveraged dollars at no cost to this proposed grant.

**Malee Vang, Social Care Coordinator:** Ms. Vang has extensive experience as a workforce development case manager and in the Good Jobs Challenge, she is responsible for the removal of barriers and the leveraging of community-based organizations and place-based service providers. She holds a Master of Science in Clinical Rehabilitation and Mental Health Counseling. All of her time, 5% or 104 total hours per year, will be funded through leveraged dollars at no cost to this proposed grant.

**Ross Williams, Research Analyst:** Mr. Williams is a Fresno State University graduate in Data Analytics. Mr. Williams is highly proficient at a number of computer applications including Python, Microsoft Power BI, and the suite of Microsoft Office platforms. He uses these skills to create reports and performance dashboards for EDC's programs. All his time, 10% or 208 total hours per year will be funded through leveraged dollars at no cost to this proposed grant.

**Raymond Jones:** Mr. Jones brings nearly 30 years of experience in accounting to Fresno County EDC including supervision of complex projects at Clovis Unified School District, namely the district's online charter school, and other federal grant funded projects. Mr. Jones was responsible for the finances of the district's online charter school during the pandemic, when enrollments soared rapidly by more than 500%. Prior to his work at Clovis Unified, he was the controller at a

mission-driven organization that worked on nationwide construction projects. All of his time, 10% or 208 total hours per year, will be funded through leveraged dollars at no cost to this grant.

### **Sub-Contractors**

Under the current contract for High Speed Rail training services in Selma, CA, the Fresno Economic Opportunities Commission and the Fresno Madera Kings and Tulare Counties Building and Construction Trades Council are actively involved in the project. Both organizations have expressed their commitment through formal letters of agreement and support to align with this proposal and both partners are currently under contract with Fresno County EDC.

Fresno Economic Opportunities Commission (EOC) provides and proposes to continue providing participant recruitment, case management, referrals to supportive services, and delivering instruction of non-technical skills training (i.e., soft skills training). This includes utilizing the Thinking for a Change curriculum, discussed below, as well as the physical training curriculum outlined in the project. Additionally, the inclusion of support from the Good Jobs Challenge with this project will result in federal funding for certain supportive services, e.g., childcare services or transportation, along with increased coordination with community-based organizations.

If awarded, this proposal will leverage Good Jobs Challenge funding for other expenses to expand EOC's personnel compared to the current staffing plan in 2023. The following personnel, the majority of whom are currently active on the project, would be funded through this proposal if awarded at the forgoing estimated time allocations:

- Thinking for a Change Facilitator: 40% of their time, 840 hours per year
- Case Manager: 40% of their time, 840 hours per year
- Program Manager: 40% of their time, 840 hours per year
- Program Assistant: 40% of their time, 840 hours per year

The Fresno Madera Kings and Tulare Counties Building and Construction Trades Council (BCTC) provides and proposes to continue providing training delivered by members of the region's construction unions. This training provides hands-on experience in multiple trades. Additionally, the BCTC facilitates lectures on applied mathematics and imparts insights into the process of applying to and joining local unions.

The following personnel, the majority of whom are currently active on the project, would be funded through this proposal if awarded at the forgoing estimated time allocations:

- Building Trades Director: 50% of their time, 1040 hours per year
- Building Trades Training Manager: 50% of their time, 1040 hours per year
- Building Trades Laborer Instructor: 50% of their time, 1040 hours per year
- Building Trades Journeyman I: 35% of their time, 720 hours per year
- Building Trades Journeyman II: 35% of their time, 720 hours per year

Additional details on this staffing plan can be found in the budget provided in Attachment A.

#### **4. Similar Projects**

An integral piece of the EDC's programming seeks to bridge gaps between employer needs for skilled workers and the available pool of job seekers. This is achieved through the implementation of a wide range of short-term vocational training throughout the county. EDC provides a construction pre-apprenticeship program in partnership with Fresno County Department of Social Services (DSS) and Fresno Economic Opportunities Commission in Metro Fresno, a Truck Driver Training Program in Metro Fresno in partnership with DSS and West Hills Community College District, and a subsidized wage on-the-job training program with DSS. In Fall 2022, EDC and its many partners in the region were awarded \$23 million in funding from the U.S. Department of Commerce to provide additional workforce training programs and job placement assistance. In Attachment B of this proposal, a number of letters of support are provided including from Fresno County Department of Social Services and State Center Community College District, which are also referenced here.

##### Department of Social Services:

##### Valley Apprenticeship Connections and Truck Driver Training Programs

The Valley Apprenticeship Connections (VAC), a Metro Fresno Construction Pre-Apprenticeship program like the Central Valley Training Center, and EDC's aforementioned Truck Driver Training programs work with Fresno County's hardest-to-serve populations to help eradicate their barriers to employment. Program performance has been proven successful by the employment rate seen after graduation.

VAC is a 12-week pre-apprenticeship program that prepares students for jobs in the construction trades such as the routine of daily work schedule and physical activity to condition them to the physical labor required by the trades. The program curriculum used is exemplary in developing soft skills and shifting thought patterns by using the Thinking for Change curriculum. Guidance, correction, and encouragement provided by staff is used appropriately to propel students to success and their best self. The Truck Driver Training program is a public-private partnership consisting of a 10-week program located at a local employer, JD Food, that provides training to DSS clients with job search, placement, and retention support as well.

Client Name: Fresno County Department of Social Services

Project Description: VAC Pre-Apprenticeship Training Program, Truck Driver Training Program

Project Start/End Dates: Ongoing

Program Manager: Andrea Story

Phone Number: 559-600-6304

Email: AStory@fresnocountyca.gov

Assistant's Name and Phone: Jason Alvarez, 559-600-6976

Deputy Director: Maria Rodriguez-Lopez

Phone: 559-600-3253

Email: mprodriguez@fresnocountyca.gov

Assistant's Name and Phone: JoAnne Razo-Sanchez, 559-600-3252



State Center Community College District: Good Jobs Challenge Projects  
Manufacturing Generalist and Partnership with the K-16 Collaborative and the Training Institute

In Summer of 2023, Fresno County EDC conducted a short-term training program, i.e., five weeks, for entry-level manufacturing at Reedley Community College using funding from the Good Jobs Challenge. In addition to the college, Fresno County EDC partnered with multiple employers and the San Joaquin Valley Manufacturing Alliance. Under the Good Jobs Challenge, Fresno County EDC is also partnering with the Fresno-Madera K-16 Collaborative, a partnership between State Center Community College District and Fresno State and State Center's contract education arm, the Training Institute.

Partner Name: State Center Community College District

Project Description: Manufacturing Generalist and Partnerships with the K-16 Collaborative and the Training Institute

Project Start/End Dates: Ongoing

Project Director Name: Dr. Carol Goldsmith

Phone: (559) 226-0720

Email: carole.goldsmith@scccd.edu

Telephone Number: 559-243-7102

Email Addresses for Executive Assistants:

- Melissa Ferry at melissa.ferry@scccd.edu
- Susan Jones at susan.jones@scccd.edu

## **5. Fee Proposal**

The EDC is requesting \$1,000,000 per year in funding for this proposal to the City of Selma, with the following proposed allocations for the parties:

- Fresno County EDC: \$136,796.12 per year
- Fresno Madera Kings Tulare Counties Building and Construction Trades Council: \$314,183.44 per year
- Fresno Economic Opportunities Commission (Valley Apprenticeship Connections): \$232,631.60 per year
- City of Selma: \$316,388.84 per year

The detailed budget is outlined in Attachment A.

# Attachment A: Detailed Budget

Annual Budget Central Valley Training Center				
Fresno County Economic Development Corporation				
Staffing		Hourly Rate	Hours	Grant Expenses
William Oliver, CEO EDC	No charge to the grant proposal, estimated value of \$12,918	\$ 124.21	0.00	\$ -
Sherry Neil, COO, EDC	In addition to proposed grant costs, an estimated leveraged funding value of \$21,395 from other programs will fund this staff member's work on the project.	\$ 82.81	53.63	\$ 4,441.16
Julian Ramos, Contracts Compliance Manager, EDC	No charge to the grant proposal, estimated value of \$9,842	\$ 63.09	0.00	\$ -
Kaila Lugo, Office Administrator		\$ 52.02	208.00	\$ 10,819.95
Danielle Dixon-Oglesby, Workforce Training/Retention, EDC		\$ 52.02	1040.00	\$ 54,099.76
Paul Thorn, Controller, EDC	In addition to proposed grant costs, an estimated leveraged funding value of \$17,370 from other programs will fund this staff member's work on the project.	\$ 83.51	104.00	\$ 8,685.25
Cindy De La Rosa, Employer Engagement Specialist, EDC	No charge to the grant proposal, estimated value of \$10,820	\$ 52.02	0.00	\$ -
Spencer Bremer, Research Analyst, EDC	No charge to the grant proposal, estimated value of \$6,199	\$ 59.61	0.00	\$ -
Malee Vang, Social Care Coordinator, EDC	No charge to the grant proposal, estimated value of \$12,172	\$ 58.52	0.00	\$ -
Ross Williams, Research Analyst, EDC	No charge to the grant proposal, estimated value of \$12,398	\$ 59.61	0.00	\$ -
Ray Jones, Accountant, EDC	No charge to the grant proposal, estimated value of \$14,652	\$ 70.44	0.00	\$ -
<b>Total Staffing</b>				<b>\$ 78,046.12</b>
<b>Other Expenses</b>				
Outreach and Marketing EDC				\$ 18,500.00
Laptop				\$ 1,500.00
<b>Total Other Expenses</b>				<b>\$ 20,000.00</b>
<b>Program Services</b>				
Apprenticeship Support (\$350/student (avg 20 graduates per class) - 4 cohorts)				\$ 28,000.00
Drug Testing				\$ 4,500.00
Program Supplies, EDC				\$ 6,250.00
Copier/Certificate Paper/Ink				\$ 1,250.00
Paper products (cups, hand towels,) pens, markers, pencils, highlighters				\$ 500.00
Picture Frames/Certificate Holders				\$ 500.00
Disposable masks/gloves, hand sanitizer, wipes/cleaner				\$ 750.00
PPE (hard hats, vests, safety goggles, work gloves, N95/dust masks tool belts)				\$ 3,500.00
<b>Total Other Expenses</b>				<b>\$ 45,250.00</b>
<b>Total Fresno County EDC</b>				<b>\$ 143,296.12</b>
Fresno Madera Kings Tulare Counties Building and Construction Trades Council (FMKT BCTC)				
Staffing		Hourly Rate	Hours	Grant Expenses
Director, *FMKT		\$ 86.07	1040.00	\$ 89,512.80
Training Manager, *FMKT		\$ 52.70	1040.00	\$ 54,808.00
Laborer Instructor (Certifications), *FMKT		\$ 46.54	1040.00	\$ 48,402.64
Journeyman Instructor 1, *FMKT	Iron Worker, Taping/Texturing, Bricklaying, Cement, Carpentry	\$ 71.50	720.00	\$ 51,480.00
Journeyman Instructor 2, *FMKT	Sheet Rock, Sheet Metal, Painting, Plumbing, Electrical	\$ 71.50	720.00	\$ 51,480.00
<b>Total Staffing</b>				<b>\$ 295,683.44</b>
<b>Other Expenses</b>				
Yearly Insurance, *FMKT				\$ 8,500.00
<b>Total Other Expenses</b>				<b>\$ 8,500.00</b>
<b>Program Services</b>				
Classroom Furniture/Supplies				
Tables/Chairs/Desks/Table Cloths/Ice Chest				\$ 4,500.00
Eye Wash Station				\$ 250.00
Small Classroom Items (Fans, AC Unit, Heaters, Projector, Computer/Equipment, Surge Protectors)				\$ 5,250.00

<b>Total Program Services</b>				<b>\$ 10,000.00</b>
<b>Fresno Madera Kings Tulare Counties Building and Construction Trades Council (FMKT BCTC)</b>				<b>\$ 314,183.44</b>
<b>Fresno Economic Opportunities Commission Valley Apprenticeship Connections</b>				
<b>Staffing</b>		<b>Hourly Rate</b>	<b>Hours</b>	<b>Grant Expenses</b>
TFC instructors *VAC		\$ 68.98	840.00	\$ 57,943.20
Case Manager, *VAC		\$ 68.98	840.00	\$ 57,943.20
Program Manager, *VAC		\$ 39.05	840.00	\$ 32,802.00
Program Assistant, *VAC		\$ 68.98	840.00	\$ 57,943.20
<b>Total Staffing</b>				<b>\$ 206,631.60</b>
<b>Program Services</b>				
Additional in-demand certificates as dictated by employers (e.g., OSHA-30)				\$ 11,000.00
Laptops. Printers, Paper and Toner, Case Manager Phone Allowance (Participant resume workshops, online training, etc.)				\$ 8,500.00
<b>Total Program Services</b>				<b>\$ 19,500.00</b>
<b>Fresno Economic Opportunities Commission Valley Apprenticeship Connections</b>				<b>\$ 226,131.60</b>
<b>City of Selma</b>				
<b>Staffing</b>		<b>Hourly Rate</b>	<b>Hours</b>	<b>Grant Expenses</b>
Administrator, City of Selma		\$ 130.08	396.00	\$ 51,511.68
Economic Development, City of Selma		\$ 130.08	396.00	\$ 51,511.68
Contract Oversight, City of Selma		\$ 130.08	231.00	\$ 30,048.48
<b>Total Staffing</b>				<b>\$ 133,071.84</b>
<b>Program Services</b>				
Equipment Costs				
Forklift				\$ 4,500.00
Scissor Lift				\$ 1,200.00
Storage Racks				\$ 2,800.00
Sheet Metal Sheer				\$ 3,500.00
<b>Total Program Services</b>				<b>\$ 12,000.00</b>
<b>Program Materials</b>				
Gravel/Concrete Mix				\$ 2,950.00
Dry Wall/Dry Wall Hand Tools				\$ 3,000.00
Bricks, Planks				\$ 3,300.00
Shovels, Wheel Barrows				\$ 2,200.00
Nails, Screws, Wires				\$ 1,765.00
Painting Materials (rollers, covers, brushes, paint, tile/construction adhesives, trays, liners, tools, scrapers, drop				\$ 6,352.00
Hand Tools (wrenches, pliers, screw drivers, splicers, hex keys, measuring tape, drills, cutters, hammers, trowel)				\$ 8,750.00
<b>Total Materials</b>				<b>\$ 28,317.00</b>
<b>Other</b>				
Water Services				\$ 2,500.00
Pest Control				\$ 2,500.00
Utilities & Internet				\$ 19,200.00
Lease				\$ 118,800.00
<b>Total Other Expenses</b>				<b>\$ 143,000.00</b>
<b>Total City of Selma Expenses</b>				<b>\$ 316,388.84</b>
<b>Total Annual Project Costs</b>				<b>\$ 1,000,000.00</b>

# Attachment B: Letters of Support

## Letters from References:

- Department of Social Services
- State Center Community College District

## Letters of Support from Employers

- Baja Exploration
- Dragados
- Fresno Plumbing and Heating

## Letters of Support from Other Stakeholders

- Congressman Jim Costa



**Department of Social Services**  
Sanja Bugay, Director

---

October 20, 2023

City of Selma  
1710 Tucker Street  
Selma, CA 93662  
Attention: HSR Training Review Committee

RE: Central Valley Training Center application for HSR RFP

Dear Members of the Review Committee:

I am writing in support of Fresno Economic Development Corporation's (EDC) proposal to continue a dynamic pre-apprenticeship program, the Central Valley Training Center (CVTC), located outside of Metro Fresno. Fresno County Department of Social Services (DSS) has partnered with EDC and others to provide pre-apprenticeship training in Metro Fresno. The opportunity to provide this training closer to rural communities is essential to maximizing the potential of our collective resources to help people get out of poverty and become self-sufficient. The service area targeted by this project, from Kern County to Merced County, includes about 3 million people with a poverty rate of 19.2%

Participants who go through CVTC's pre-apprenticeship program are introduced to a variety of trades, including bricklaying, carpentry, cement masonry, iron working, operating engineering, painting, plumbing, roofing/waterproofing, sheet metal working, among other specialties. Over the course of 12 weeks, the participants who complete CVTC's program go from unskilled and unexperienced individuals to skilled, experienced, and certificated job seekers who are ready to jump into their careers.

Furthermore, the center addresses the needs of a diverse demographic, including veterans, at-risk youth/young adults, and individuals from minority and/or low-income populations across multiple counties through pre-apprenticeship classes and hands-on construction training.

If you have any questions regarding this letter, please contact Laura Moreno, Division Chief at (559) 600-2335.

Thank you for your time and consideration.

Sincerely,

Sanja Bugay, Director

Office Location: 205 W. Pontiac Way – Clovis, CA - 93612

Phone: (559) 600-2300 ~ FAX: (559) 600-2310

Mailing Address: P.O. Box 1912, Fresno, California 93718-1912

[www.co.fresno.ca.us](http://www.co.fresno.ca.us)

The County of Fresno is an Equal Employment Opportunity Employer



## State Center Community College District

1171 Fulton Street • Fresno, California 93721 • (559) 243-7100 • [www.scccd.edu](http://www.scccd.edu)

October 18, 2023

City of Selma  
1710 Tucker Street  
Selma, CA 93662  
Attention: HSR Training Review Committee

### **RE: Central Valley Training Center application for HSR RFP**

Dear Members of the Review Committee:

As Chancellor of the four community colleges of State Center, I am pleased to write this letter in support of Fresno Economic Development Corporation's (EDC) proposal to continue a dynamic pre-apprenticeship program, the Central Valley Training Center (CVTC), located outside of Metro Fresno. Inspired by a proven model of the award-winning Cypress Mandela Training Center in Oakland, California, this training center bridges a gap between those who have significant barriers to employment with the immediate workforce needs of local industry, specifically construction and infrastructure projects. EDC was one of only 32 recipients nationally in the Department of Commerce's Good Jobs Challenge and as such brings significant resources to their proposal to continue this project.

Consequential projects, such as California's High Speed Rail (HSR) and others planned or underway through unprecedented state and federal funding, demand that our region diversify its labor force in order to ensure its competitiveness. There are many fine institutions that provide training to help meet these needs, but CVTC in Selma helps to meet a geographic gap in services while also targeting those with higher barriers who would otherwise struggle to find employment. With instructors drawn directly from the building trades and a robust network of private employer partners, CVTC has delivered on its promise of high-quality employment for 10 cohorts of participants despite launching in the middle of a pandemic in 2020. This opportunity is particularly important as the service area targeted by this project, from Kern County to Merced County, includes about 3 million people with a poverty rate of 19.2% -- more people in these counties live in poverty than the entire population of the City of Fresno.

Participants who go through CVTC's pre-apprenticeship program are introduced to a variety of trades, including bricklaying, carpentry, cement masonry, iron working, operating engineering, painting, plumbing, roofing/waterproofing, sheet metal working, and other specialties. Over the course of 12 weeks, the participants who complete CVTC's program go from unskilled and unexperienced individuals to skilled, experienced, and certificated job seekers who are ready to jump into their careers. Additionally, through existing partnerships with the EDC, the SCCCD Training Institute is positioned and available to tailor non-credit training for participants to expand their career roadmap or address skill development needs (e.g. construction math, blue print, workplace writing and soft skills).

I strongly support EDC's continued operation of the HSR training project at CVTC in Selma. Should you have any questions regarding this matter, I can be reached at [carole.goldsmith@scccd.edu](mailto:carole.goldsmith@scccd.edu).

Sincerely,

Dr. Carole Goldsmith, Chancellor  
State Center Community College District



October 11, 2023

City of Selma  
1710 Tucker Street  
Selma, CA 93662  
Attention: HSR Training Review Committee

**RE: Central Valley Training Center application for HSR RFP**

Dear Members of the Review Committee:

I am writing in support of Fresno Economic Development Corporation's (EDC) proposal to continue a dynamic pre-apprenticeship program, the Central Valley Training Center (CVTC). I have had the opportunity to hire a graduate from CVTC and have been impressed by the skills and experience program graduates bring to the job.

Participants who go through CVTC's pre-apprenticeship program are introduced to a variety of trades, including bricklaying, carpentry, cement masonry, iron working, operating engineering, painting, plumbing, roofing/waterproofing, sheet metal working, among other specialties. Over the course of 12 weeks, the participants who complete CVTC's program go from unskilled and unexperienced individuals to skilled, experienced, and certificated job seekers who are ready to jump onto the job site.

Furthermore, the CVTC directly addresses skill gaps by providing their participants with local, industry-specific training, that ensures that the participants have relevant and up-to-date skills. This creates an efficient and cost-effective hiring process for employers, as we can select from a pool of candidates who are locally equipped with the necessary knowledge and skills. Finally, as CVTC trains local job seekers, we feel that Baja Exploration is engaging with, investing in, and giving back to the community that supports us.

If there is any additional information or support that I can provide, please do not hesitate to contact me.

Thank you for your consideration.

Sincerely,

David Hogan

A handwritten signature in black ink, appearing to read 'David Hogan', is located below the typed name.

President / Baja Exploration





October 11, 2023

City of Selma  
1710 Tucker Street  
Selma, CA 93662  
Attention: HSR Training Review Committee

**RE: Central Valley Training Center application for HSR RFP**

Dear Members of the Review Committee:

I am writing in support of Fresno Economic Development Corporation's (EDC) proposal to continue a dynamic pre-apprenticeship program, the Central Valley Training Center (CVTC). I have had the opportunity to hire 3 soon to be 4 graduates from CVTC and have been impressed by the skills and experience program graduates bring to the job.

Participants who go through CVTC's pre-apprenticeship program are introduced to a variety of trades, including bricklaying, carpentry, cement masonry, iron working, operating engineering, painting, plumbing, roofing/waterproofing, sheet metal working, among other specialties. Over the course of 12 weeks, the participants who complete CVTC's program go from unskilled and unexperienced individuals to skilled, experienced, and certificated job seekers who are ready to jump onto the job site.

Furthermore, the CVTC directly addresses skill gaps by providing their participants with local, industry-specific training, that ensures that the participants have relevant and up-to-date skills. This creates an efficient and cost-effective hiring process for employers, as we can select from a pool of candidates who are locally equipped with the necessary knowledge and skills.

I personally, have had the honor to be a part of multiple job fairs. The amount of attention the staff has to selecting companies that are related to the field they gained experience is why these gentlemen are able to join the work force almost if not immediately after graduating from the program. The first hire we got from CVTC was someone I personally knew. Someone who had no intentions of pursuing a better future. They were set to be a field worker and did not believe they could be more. CVTC not only gave him real life skills but also connected him to DFJV where we were able to hire them through the Union, since we are signatory to local unions. These employees who otherwise would most likely not be in the workforce are now out and working with the newly gained skills.



The continuous funding of this program will provide numerous jobs for people in the Central Valley. The working place has changed a lot and we have seen it in the construction industry. As an active recruiter along side a Construction Manager with over 20+ years of experience, we will gladly support the continuing of this program by continuing to hire direct graduates from the program. I have firsthand knowledge of how the proper training can open doors for you if given the opportunity. I truly believe CVTC does that for anyone seeking the opportunity. Every member that has gone through the CVTC program has given us their resume which we keep on hand in case we ever need more talent because we can see the value of the program and see that it is working, and they are obtaining transferal skills.

CVTC has not only allowed for people to gain new skills but to change their life around. Some people especially in the Central Valley do not have as many opportunities as other people would have where it is more common.

If there is any additional information or support that I can provide, please do not hesitate to contact me.

Thank you for your undivided attention.

Sincerely,

*Estephania Pacheco*

Estephania Pacheco  
Human Resources Generalist | DRAGADOS USA



October 11, 2023

City of Selma  
1710 Tucker Street  
Selma, CA 93662  
Attention: HSR Training Review Committee

**RE: Central Valley Training Center application for HSR RFP**

Dear Members of the Review Committee:

I am writing in support of Fresno Economic Development Corporation's (EDC) proposal to continue a dynamic pre-apprenticeship program, the Central Valley Training Center (CVTC). I have had the opportunity to hire four graduates from CVTC and have been impressed by the skills and experience program graduates bring to the job.

Participants who go through CVTC's pre-apprenticeship program are introduced to a variety of trades, including bricklaying, carpentry, cement masonry, iron working, operating engineering, painting, plumbing, roofing/waterproofing, sheet metal working, among other specialties. Over the course of 12 weeks, the participants who complete CVTC's program go from unskilled and inexperienced individuals to skilled, experienced, and certificated job seekers who are ready to jump onto the job site.

Furthermore, the CVTC directly addresses skill gaps by providing their participants with local, industry-specific training, that ensures that the participants have relevant and up-to-date skills. This creates an efficient and cost-effective hiring process for employers, as we can select from a pool of candidates who are locally equipped with the necessary knowledge and skills. Finally, as CVTC trains local job seekers, we feel that Fresno Plumbing & Heating, Inc. is engaging with, investing in, and giving back to the community that supports us.

If there is any additional information or support that I can provide, please do not hesitate to contact me.

Thank you for your consideration.

Sincerely, Rene Quintero, Director Human Resources

A handwritten signature in black ink, appearing to read "Rene Quintero", is written over the typed name.

Fresno Plumbing & Heating, Inc.

**JIM COSTA**  
21ST DISTRICT, CALIFORNIA  
WEB PAGE: [www.costa.house.gov](http://www.costa.house.gov)



COMMITTEE ON AGRICULTURE  
RANKING MEMBER-SUBCOMMITTEE  
ON LIVESTOCK, DAIRY, AND  
POULTRY

COMMITTEE ON FOREIGN AFFAIRS  
SUBCOMMITTEE ON EUROPE

FRESNO OFFICE:  
2440 TULARE STREET, SUITE 420  
FRESNO, CA 93721  
PHONE: (559) 495-1620  
FAX: (559) 495-1027

WASHINGTON OFFICE:  
2081 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
PHONE: (202) 225-3341  
FAX: (202) 225-9308

CONGRESS OF THE UNITED STATES  
HOUSE OF REPRESENTATIVES  
WASHINGTON, DC 20515

October 25, 2023

City of Selma  
1710 Tucker Street  
Selma, CA 93662  
Attention: HSR Training Review Committee

Dear Members of the Review Committee,

I am writing to express my support for the Central Valley Training Center (CVTC) and their application for the Catalyst Program Opportunity. CVTC has demonstrated a strong commitment to addressing our region's workforce needs, particularly in areas experiencing persistent poverty. Their focus on Business Services, Construction, Manufacturing, and Transportation is both timely and vital for our community's economic growth.

CVTC plays a critical role in providing essential education and hands-on training opportunities for Central Valley residents. This aligns seamlessly with the City of Selma's request for proposals regarding the High-Speed Rail Training Program. By introducing students to diverse trades and equipping them with seven vital certifications, CVTC empowers participants with the skills necessary for employment and long-term success.

In collaboration with the Fresno Economic Development Commission (EDC), CVTC participants receive vital support services that prepare them for the workforce effectively. This includes mentoring, job search assistance, job counseling, and job retention services, provided by dedicated Fresno EDC staff. These services enhance students' competitiveness in the job market and ensure sustained job retention upon securing employment. This collaborative initiative bridges the gap for historically underserved individuals, combining community-based organizations (CBOs) with industry-driven skills training to connect the unemployed and underemployed with in-demand job opportunities.

As the representative of California's 21st Congressional District and a lifelong resident of the Central Valley, I understand the pressing need for skilled workers in our region. It is my hope that this proposal receives full and fair consideration. If you would like further input from me regarding this matter, please do not hesitate to contact me at my Fresno District Office at (559) 495-1620.

Sincerely,

JIM COSTA  
Member of Congress

# Attachment C: Letters of Agreement (MOUs)

Letters from Agreement from Contractors:

- Fresno Madera Kings Tulare Counties Building and Construction Trades Council
- Fresno Economic Opportunities Commission





FRESNO, MADERA, KINGS AND TULARE COUNTIES

## BUILDING & CONSTRUCTION TRADES COUNCIL, AFL-CIO

October 12, 2023

City of Selma  
1710 Tucker Street  
Selma, CA 93662  
Attention: HSR Training Review Committee

Dear Members of the Review Committee,

The Fresno, Madera, Kings and Tulare Counties Building and Construction Trades Council is pleased to extend our support and continued commitment to act as a sub-contractor for the Central Valley Training Center (CVTC) currently providing services under the City of Selma's High Speed Rail Project. Collaborating with various community-based organizations (CBOs) in the Central Valley, CVTC has taken strides to tackle the enduring workforce challenges prevalent in some of California's most economically challenged regions. With a specific focus on the construction industry, CVTC is dedicated to creating skilled workers to meet the demands of this essential sector.

CVTC's pre-apprenticeship program caters to approximately 20 to 25 individuals from diverse, local backgrounds. It offers them education to the building trades, hands-on experience, and seven industry-recognized certifications, including OSHA-10, Hazardous Waste, Work Zone Safety / Traffic Control, Forklift / Scissor Lift, Confined Space, First Aid / CPR, and EPA Certified Lead Paint Renovation, Repair, and Painting (RRP).

Beyond the technical training and hands-on experience, participants receive valuable assistance in job readiness, resume writing, on-the-job etiquette, and job retention services, all of which are provided by local CBOs. This comprehensive training package and the access to support services pave the way for CVTC graduates to seize opportunities in apprenticeships and establish a robust foundation for their careers.

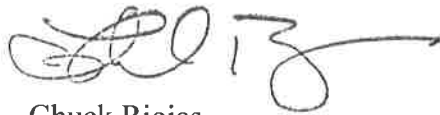
CVTC is situated in the heart of California's Central Valley, where poverty rates range from 17.7% to 21.9% of the population, significantly surpassing the national rate of 11.5%. In this region, characterized by cycles of generational poverty, minority populations bear a disproportionate impact. There exists a notable mismatch between available job openings, the skills required, and the skills readily attainable in the labor market.

Our organization is dedicated to alleviating these disparities through a close partnership with CVTC. Together, we are actively building local capacity to meet the demands of available job

opportunities, particularly those stemming from crucial initiatives such as the High-Speed Rail project. By uniting with other CBOS and programs in our communities, the participants with CVTC will have access to various people and resources that will be able to assist them in barrier abatement/removal so that they are better able to focus on completing the program, attaining their certifications, and setting themselves up for a future that will allow them to live their lives above the national poverty line.

We strongly urge you to support this funding request to address the significant needs in our region and to support the unprecedented collaboration focused on equity and inclusive economic development that has taken place here in recent years.

Sincerely,

A handwritten signature in black ink, appearing to read 'CRIOJAS', with a long horizontal stroke extending to the right.

Chuck Riojas  
Financial Secretary-Treasurer  
559-696-2066  
Criojas14924@gmail.com

1920 Mariposa St., Suite 330  
Fresno, CA 93721

October 19, 2023

City of Selma  
1710 Tucker Street  
Selma, CA 93662

Attention: HSR Training Review Committee

Dear Members of the Review Committee,

The Fresno Economic Opportunities Commission (Fresno EOC) is pleased to extend our support and continued commitment to act as a sub-contractor for the Central Valley Training Center (CVTC), currently providing services under the City of Selma's High Speed Rail Project. Collaborating with various community-based organizations (CBOs) in the Central Valley, CVTC has taken strides to tackle the enduring workforce challenges prevalent in some of California's most economically challenged regions. With a specific focus on the construction industry, CVTC is dedicated to creating skilled workers to meet the demands of this essential sector.

CVTC's pre-apprenticeship program caters to approximately 20 to 25 individuals from diverse, local backgrounds. It offers them education to the building trades, hands-on experience, and seven industry-recognized certifications, including OSHA-10, Hazardous Waste, Work Zone Safety / Traffic Control, Forklift / Scissor Lift, Confined Space, First Aid / CPR, and EPA Certified Lead Paint Renovation, Repair, and Painting (RRP).

Beyond the technical training and hands-on experience, participants receive valuable assistance in job readiness, resume writing, on-the-job etiquette, and job retention services, all of which are provided by local CBOs. This comprehensive training package and the access to support services pave the way for CVTC graduates to seize opportunities in apprenticeships and establish a robust foundation for their careers.

CVTC is situated in the heart of California's Central Valley, where poverty rates range from 17.7% to 21.9% of the population, significantly surpassing the national rate of 11.5%. In this region, characterized by cycles of generational poverty, minority populations bear a disproportionate impact. There exists a notable mismatch between available job openings, the skills required, and the skills readily attainable in the labor market.



Our organization is dedicated to alleviating these disparities through a close partnership with CVTC. Together, we are actively building local capacity to meet the demands of available job opportunities, particularly those stemming from crucial initiatives such as the High-Speed Rail project. By uniting with other CBOS and programs in our communities, the participants with CVTC will have access to various people and resources that will be able to assist them in barrier abatement/removal so that they are better able to focus on completing the program, attaining their certifications, and setting themselves up for a future that will allow them to live their lives above the national poverty line.

We strongly urge you to support this funding request to address the significant needs in our region and to support the unprecedented collaboration focused on equity and inclusive economic development that has taken place here in recent years.

Sincerely,



Emilia Reyes  
Chief Executive Officer

# Attachment D: Resumes of Key Personnel

## PROFESSIONAL EXPERIENCE

### **Fresno County Economic Development Corporation**

#### **Vice President of Business Services**

**February 2020 – Present**

- Responsible for informing strategy, program opportunities, staffing/operational decisions, contract negotiation and implementation of 14+ individual contracts totaling over \$9M.
  - Oversee Attractions Department and business/capital recruitment initiatives that have supported 30 new company locations, 3,703 jobs and \$357M in direct economic impact.
- Spearheaded \$23M U.S. Good Jobs Challenge grant application, uniting community-based organizations (CBOs), multi-sector employers, and national experts to eliminate barriers and provide training pathways for 2,500 participants, 70% from underserved and underrepresented communities. One of two awardees in California, and 32 nationwide (of 509 applications).
- Trusted advisor to priority business clients, investors, and initiatives; fostered partnerships with strategic private equity and venture capital firms to utilize capital recruitment to aid in local job creation and corporate site selection.
- Manage Special Projects and Initiatives Department which implements the Good Jobs Challenge program and utilizes statistical methods/quantitative analysis to develop and evaluate programs and services.
  - Industry informed Manufacturing Generalist program first to launch in June 2023 at Reedley College.
- Adopted impact valuation techniques through strategic relationships with national and international thought leaders, such as Harvard Business School's (HBS) Impact-Weighted Accounts Initiative. Guest speaker in HBS' Reimagining Capitalism MBA course on how impact valuation can be adapted in local economic development.
- Guest lecturer in CALED's Introduction to Economic Development Certificate Program Keys Course.

#### **Director of Business Services**

**July 2016 – February 2020**

- Promoted to manage an underperforming Business Expansion & Retention team and exercised one-on-one collaboration, synthesized feedback into action plans and set performance standards that exceeded organizational goals.
- From 2017 - 2020, advised 8 priority clients applying for and receiving tax credit awards totaling \$5.6M, resulting in 394 new jobs and \$73M in project-related investments.

#### **Business Support Manager/Business Support Specialist**

**September 2013 – July 2016**

- Managed a business retention program serving 330 businesses/property owners to mitigate negative impacts by California High-Speed Rail right-of-way acquisition which resulted in an 89% business retention rate, with 30% of clients expanding operations.

### **City of Madera**

#### **Mayor Pro Tem and Councilmember, District 3**

**December 2014 – December 2018**

- Mayor Pro Tem (2015) and Councilmember, representing the City's 67,900 residents.
- Enacted budgets totaling \$90M with \$14M in general fund reserves, resulting in consecutive audited financial statements with an unmodified audit opinion.
- Directed infrastructure investments in aging areas (e.g., installation of 167 solar street lights), implemented business incentives to spur investment and enhanced police and fire services through the addition of 15 new officers and the city's 3<sup>rd</sup> fire station.

## EDUCATION

### LONDON SCHOOL OF ECONOMICS

Location: London, United Kingdom  
Degree: Master of Science – Social Business and Entrepreneurship  
Awards: Graduated with Merit; Marshall Scholarship Recipient  
Date: December 2021

### CALIFORNIA STATE UNIVERSITY, FRESNO

Location: Fresno, California  
Degree: Bachelor of Science – Business Administration  
Awards: Mass Communication and Journalism Certificate  
Date: December 2009

## ACHIEVEMENTS AND CIVIC SERVICE

### City of Madera Housing Authority Chairman and Board Member

**Madera, California**  
**December 2014 - December 2019**

- Oversaw budgets totaling \$9M annually, resulting in audited financial statements with an unmodified audit opinion.
- Secured \$11M in funding to capitalize \$24.69M in mixed-use projects, including a 48-unit housing project for veterans and low-income families, and transit, pedestrian, and bike improvements (e.g., 27,000 linear feet of new sidewalks).
- Mobilized over a dozen CBOs to convert underutilized facilities for transitional housing for 40 homeless families during winter with access to wraparound services (e.g., transportation and childcare) and job placement assistance.

### Madera County Transportation Commission Vice Chairman and Commissioner

**Madera, California**  
**January 2017 - December 2019**

- Secured strategic funding for key local projects, including \$13.6M for complete streets downtown revitalization planning/construction projects and \$60M in highway widening funding (complete in 2021).

### Developing the Region's Inclusive & Vibrant Economy (DRIVE) Executive Committee Member

**Fresno, California**  
**July 2019 – July 2022**

- 10-year investment plan to develop an inclusive, vibrant, and sustainable economy. Led the creation of the DRIVE Fresno's Impact Economy Initiative, which aims to recruit capital and companies conditioned for impact to increase economic mobility and address racial disparities through new jobs and investment. Developed first-ever resident leader group to co-inform initiative priorities and objectives.

### Business Street Online - 40 Under 40 Honoree

**December 2015**

- Selected as member of the Central Valley's 40 Under 40 Class of 2015 by Business Street Online for contributions in the private and public sector.

### United Way of Fresno and Madera Counties Board Member

**June 2022 – Present**

### Fresno Chamber of Commerce Board Member

**March 2022 - Present**

# Sherry L. Neil, Ed.S

964 E. Cromwell Avenue • Fresno, California 93720 • dageneral1925@gmail.com • 559.579.3951

*Non-Profit Program Director and Educator with more than 20 Years of Experience Leading Poverty Reduction, Workforce & Economic Development and Community Resource Programs to Support Community Homeless and Low-Income Populations and Business Organizations.*

## EXECUTIVE SUMMARY

- Non-profit program director with more than 20 years of experience. Ed.S in educational leadership, MBA in management and BS in psychology. National Certifications as a Family Development Specialist Trainer, R.O.M.A Trainer (NCRT), Community Action Professional (CCAP) and Human Service Practitioner (BC-HSP).
- Stellar business management acumen involved in strategy planning and implementation through development of impact evaluation policies, guidelines, tools, and training initiatives.
- Broad experience in non-profit funding, grant writing, and fundraising activities while building collaborative, mutually-beneficial community relationships.

## MAJOR STRENGTHS AND ABILITIES

Project Management  
Grant writing  
Supervisory skills: hiring, training, scheduling  
Team Oriented  
Reliable  
Outcome Oriented

People Development (mentoring)  
Analytical  
Compassionate  
Classroom instruction for adults  
Deadline Driven  
Organized

## PROFESSIONAL EXPERIENCE

### FRESNO COUNTY ECONOMIC DEVELOPMENT CORPORATION CHIEF OPERATING OFFICER

Fresno, California  
July 2019 – Present

- Oversee the day-to-day operations of the business of the corporation;
- Develop, in collaboration with the Chief Executive Officer (CEO) and Controller, an annual operating budget that supports the EDC program objectives;
- Identify additional funding sources for the organization and, in collaboration with the CEO, establish and maintain a long-term plan for funding;
- Lead the process of negotiating and renewing contracts with the County, Cities and partners;
- Work closely with the Executive Team to identify and implement short- and long-term goals;
- Oversee service quality, management, development and expansion of services;
- Assist the CEO in establishing an appropriate organizational structure;
- When needed, serve as spokesperson for the organization and promote the organization in the community;
- In collaboration with the CEO, ensure that all internal and external goals and objectives are met;
- Ensure all internal and external reporting requirements are met; and
- Oversee and manage all human resources for the organization including;
  - Staffing, evaluations, trainings, employee relations;
  - Update Employee Handbook as needed;
  - Ensure compliance of all labor laws; and
  - Promote team and leadership development.

### FRESNO ECONOMIC OPPORTUNITIES COMMISSION TRAINING AND DEVELOPMENT MANAGER

Fresno, California  
July 2013 – July 2019

- Develops and facilitate various workshops, retreats, classes, group trainings, and presentations to agency staff, community members, government officials and industry professionals.
- Develops and manages training and development programs for the organization that are timely and address organizational and professional development needs.



- Creates a learning environment that fosters the professional growth and development of employees, advances a diverse, inclusive, and equitable culture for all employees; contributes to leadership development; and supports long-term, strategic goals and objectives.
- Evaluates and champions the most effective and cost-efficient delivery methods.
- Develops curriculum and learning formats to achieve business results.
- Measures effectiveness of training and evaluates whether learning retention and learning transfer has occurred.
- Serves as the lead training facilitator and works with other EOC subject-matter experts to develop and present specialized curriculums such as the Family Development Credentialing Program and ROMA.

**WASHINGTON COUNTY COMMUNITY ACTION COUNCIL, INC.**  
**DEPUTY DIRECTOR**

**Hagerstown, Maryland**  
**April 2007 – June 2013**

- Managed, mentored, and motivated agency staff utilizing proactive and supportive leadership by example to empower team to take job ownership and develop leaders. Provide human resources management to staff by conducting performance evaluations, managed disciplinary actions, and termination.
- Co-directed administration, transportation, case management, housing, financial aid, community resources, and job training programs for \$7 million non-profit agency with staff of 40 operating 50 programs assisting 8,000 clients annually to achieve self-sufficiency and rise out of poverty

**DIRECTOR, CASE MANAGEMENT SERVICES**

**October 2002 – April 2007**

- Conducted educational and training field programs for students completing human service and/or social work degrees.
- Administered and expanded a summer feeding program by over 30% to provide nutritious breakfasts and lunches to children in various locations in Washington County.
- Married 10% unemployment rate to large hospitality industry to create 13-week culinary job training program for unemployed and underemployed workers to gain training, materials, and certifications resulting in 32% rise in employment rate among participants in 1<sup>st</sup> year.
- Serve as coordinator for Washington County homeless grant funds. Managed grant writing, grant administration and monitoring, and reporting to successfully achieve more than \$725,000 in grant awards.

**PROGRAM ASSISTANT**

**September 1999 – October 2002**

- Provide administrative support to the Director of Services.
- Communicate pertinent information to the Senior Staff.
- Performs administrative tasks as related to multiple grants and funding resources.
- Compile and analyze fiscal and statistical information.
- Provide case management services to customers and training to case management staff.
- Review timesheets and leave requests prior to submission to the Finance office.
- Represents the agency in the absence of the Director of Services.

**FAMILY SELF-SUFFICIENCY (FSS) CASE MANAGER**

**June 1999 – September 1999**

- Provide holistic case management services to families and individuals living in public housing or receiving section 8. Provide intake and intervention services and intensive case management to help ensure continued stability of program participants.
- Attend monthly meeting with the FSS team to discuss customer's progress or regress.
- Marketing and outreach of the program in hopes of recruiting additional FSS participants.

**HAGERSTOWN COMMUNITY COLLEGE**  
**ADJUNCT PROFESSOR**

**Hagerstown, Maryland**  
**September 2008 – December 2008**

- Under the direction of the Academic Department Chair
- Develop and manage syllabus materials.
- Selected and compiled tests and assignments to measure performance relative to standardized learning objectives.
- Coordinate curriculum with academic department chair.
- Reviewed textbook and other course ware changes with the academic department chair and other full-time faculty teaching the course.
- Facilitate Class Instruction in accordance with learning objectives and session plan outlines specified by the College.
- Evaluate Student Performance based on course deliverables and course rubrics.

## EDUCATIONAL EXPERIENCE

**EDUCATION SPECIALIST – EDUCATIONAL LEADERSHIP**  
LIBERTY UNIVERSITY

Lynchburg, Virginia

**MASTER OF BUSINESS ADMINISTRATION – MANAGEMENT**  
FROSTBURG STATE UNIVERSITY

Frostburg, Maryland

**BACHELOR OF SCIENCE – PSYCHOLOGY**  
STATE UNIVERSITY OF NEW YORK @ BROCKPORT

Brockport, New York

## PROFESSIONAL TRAINING, DEVELOPMENT & ASSOCIATION

- Certified Community Action Professional, Community Action Partnership
- National Certified R.O.M.A Trainer, National R.O.M.A Peer to Peer Training
- Certified Family Development Specialist/Trainer, California Head Start Association
- Human Services - Board Certified Practitioner, Center for Credentialing and Education

PAUL THORN

Fresno, CA 93705

559.232.2107

mrpaulthorn@yahoo.com

WORK EXPERIENCE:

**Vice President Business & Finance/Controller**

05/2007 - Present Fresno County Economic Development Corporation  
Fresno, CA

- Responsible for all aspects of accounting including but not limited to accounts receivable, accounts payable, general ledger, payroll, annual budget, fiscal contract compliance, financial reporting, and forecasting
- Human Resources
- IT and coordination

**Finance Manager**

04/2004 - 10/2007 Greater Fresno Area Chamber of Commerce  
Fresno, CA

- Responsible for all aspects of accounting including but not limited to accounts receivable, accounts payable, payroll, general ledger, budgets, financial reporting, forecasting
- Human Resource Manager

**Full Charge Bookkeeper/Office Manager**

04/2000 - 04/2006 Eaton Fine Art  
San Francisco, CA and Austin, TX

- Responsible for all aspects of accounting including but not limited to accounts receivable, accounts payable, payroll, general ledger, budgets, financial reporting, forecasting
- Created and implemented accounting policy and procedures
- Created and implemented inventory policy and control procedures



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# Spencer Bremer

4203 W Weldon Ave. Fresno, CA 93722

Email: [sbremner99@gmail.com](mailto:sbremner99@gmail.com) Phone: (559) 577-9159

## EDUCATION

California State University, Fresno

- Bachelor's of Arts in Economics (May 2022)
- Department of Economics Outstanding Graduate Award (May 2022)

Fresno City College

- Associate's of Science in Accounting (May 2022)
- Certificate of Achievement in Accounting (May 2022)

University of California, Santa Cruz (2017-2018)

## EXPERIENCE

Fresno County Economic Development Corporation (2022 - Present)

- Supporting the organization's business attractions efforts by preparing supplemental reports, data, and analysis for potential new clients and projects, updating marketing materials, and designing strategies for proactive business engagement.
- Building out an organization-wide CRM to efficiently track projects, leads, and client interactions; streamlining the internal recordkeeping and reporting processes.
- Grant writing; helped secure a \$150,000 federal match from the EDA to fund an updated CEDS for the County of Fresno.
- Collaborated with the City Attorney's Office to draft a new tax incentive policy to attract semiconductor manufacturers to Fresno.
- Providing program analysis, including the creation of interactive data dashboards for the organization's workforce training and employer wage subsidy programs.
- Supporting the organization's *Good Jobs Challenge* and *Fresno's Impact Economy* initiatives.
- Other Research Projects
  - Conducted environmental impact analysis for local companies, with a focus on emissions reductions, to help secure additional capital from investors.
  - Conducted an impact study for the California High Speed Rail's first Maintenance of Way Facility planned for Fresno County.

Fresno City College Tutorial Center - Student Aide (2022)

- One-on-one demonstration of fundamental accounting concepts to students and designing a comprehensive and organized curriculum.

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#### Fresno State - Research Projects (2021, 2022)

- Urban & Regional Economics: Investigating demand-side factors affecting housing prices in the San Joaquin Valley using a hedonic regression model.
- Intro to Econometrics: Regression analysis on significant determinants of air quality in California across three years and examining their effects on poverty.

#### County of Fresno - Elections Worker (2020, 2021)

- Duties include processing voters, updating voter information, and instructing use of electronic voting equipment.

### **SKILLS**

Software: Microsoft Excel, Power BI, Dynamics, Quickbooks, R Studio

Programming Languages: Java, Python, C/C++, Unix, R

Statistical Analysis, Econometrics

Preparation of Financial Statements

# Cynthia De La Rosa

Fresno, CA 93722 | (559)514-2976 | [cindydlrs@gmail.com](mailto:cindydlrs@gmail.com)

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## Professional Summary

Conscientious professional with extensive experience advocating for social and economic well-being of individuals and families. Skilled at providing guidance, support, and assistance. Strong communication and management skills and committed to inspiring community services. Experienced Case Manager specializing in career planning and vocational skill development. Knowledgeable about available program resources and current market conditions. Organized multitasker with excellent planning and problem-solving abilities.

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## Skills

- Resume Building
  - Interview Conduction
  - Job Counseling
  - Staff Leadership
  - Public Relations
  - Patient Health Information Privacy
  - Client Engagement and Assistance
  - Community Events
  - Crisis Response
  - Performing Needs Assessments
  - Safety and Risk Assessments
- 

## Work History

### Trainer/Job Developer | America Works of California - Fresno, CA

11/2022 to 03/2023

- Evaluated diagnostic data to determine eligibility and needed services.
- Led vocational assessments for clients with physical, emotional, intellectual, and behavioral disabilities.
- Prepared and maintained records and case files detailing clients' personal and eligibility information, services provided, and relevant correspondence.
- Assisted clients in exploring career options and vocational goals.
- Liaised with community partners to enhance employment opportunities for individuals.
- Mobilized case management system to document service delivery and case progress.
- Customized vocational exploration activities to identify self-determined rehabilitation needs and goals.
- Cultivated interpersonal skills by building positive relationships with others.
- Demonstrated strong organizational and time management skills while managing multiple projects.

### Senior Outreach Specialist | RH Community Builders - Fresno, CA

04/2021 to 09/2022

- Increased referrals by calling on target groups, organizations, and professionals.
- Reached out to nonprofits and other organizations to find funding for at-risk groups.
- Ordered and analyzed background checks on applicants to mitigate staffing risk and liability.
- Delivered presentations to interested groups and answered wide-ranging questions about available offerings.
- Collaborated with various companies and government entities to shape approaches and leveraged trends in local marketplaces and industries.

### Family and Career Navigator/Case Manager | Reading and Beyond - Fresno, CA

03/2020 to 04/2021

- Assessed community needs and identified resources for social and community service programs.
- Coordinated individual referrals to obtain community services, advocate for client needs and resolve roadblocks.
- Managed volunteer programs focused on providing community services to underserved populations.
- Analyzed trends and data to inform decision-making and program development.
- Referred clients to appropriate team members, community agencies, and organizations to meet treatment needs.

### Bookkeeper/Office Assistant | Rancho San Miguel - Madera, CA

02/2011 to 03/2020

- Recorded deposits, reconciled monthly bank accounts, and tracked expenses.
- Maintained and processed invoices, deposits, and money logs.
- Posted daily receipts and payments in accordance with corporate protocols.
- Entered figures using 10-key calculator to compute data quickly.
- Reconciled accounts, managed audits, and updated financial records with remarkable accuracy.
- Reviewed and filed financial documents, coded accounting entries for data processing, and posted daily receipts and payments in accordance with all corporate protocols.
- Reduced financial discrepancies, effectively reconciling bank accounts and organizing information into accounting software.

**Assistant Manager | Little Caesar's Pizza - Madera, CA**

**09/2008 to 02/2011**

- Established team priorities, maintained schedules, and monitoring performance.
- Monitored cash intake and deposit records, increasing accuracy, and reducing discrepancies.
- Completed regular inventory counts to verify stock levels, address discrepancies, and forecast future needs.
- Offered hands-on assistance to customers, assessing needs, and maintaining current knowledge of consumer preferences.
- Opened and closed location and monitored shift changes to uphold successful operations strategies and maximize business success.
- Created employee schedules to align coverage with forecasted demands.

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## **Education**

**12/2022**

**Bachelor of Arts: Social Work  
Fresno Pacific University - Fresno, CA**

- **Magna Cum Laude graduate**

**06/2011**

**High School Diploma  
Furman High School - Madera, CA**

Danielle D. Dixon-Oglesby  
Clovis, CA / (559) 709-5682/ Danielle.dixon661@gmail.com

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#### **SKILLS:**

- Communication
- Problem solving
- Organizational skills
- Leadership
- Public speaking
- Record keeping
- Program assessment
- Microsoft Office Suite

#### **EXPERIENCE:**

##### **Fresno County Economic Corporation**

**January 2023-present: Workforce Training Coordinator.** Oversee and coordinate workforce training programs. Collaborate with external partners, such as local businesses and educational institutions, to enhance training offerings and job placement opportunities. Assess programs to identify and address any needs or improvements required for optimizing training outcomes. Conduct retention support by proactively contacting clients 12 months after they successfully completed the program, providing ongoing assistance and guidance to promote long-term career sustainability.

##### **County of Fresno: Department of Social Services**

**November 2019-January 2023: Job Specialist III Employment Services.** Arranged and coordinated client participation in employment opportunity programs, ensuring their access to resources and support needed for success. Kept current with industry trends and resources to provide clients with the most up-to-date information and support. Conducted regular follow-up meetings with clients to track their progress, evaluate outcomes, and adjust case plans as needed

##### **Big Brothers Big Sisters of Central California**

**January 2017-March 2018: High School Bigs Program Coordinator.** Managed and oversaw four High School Bigs Programs in Dinuba and Sanger, ensuring the effective implementation of mentorship initiatives. Utilized the AIM software to keep detailed records of program activities, participant progress, and outcomes. Played a pivotal role in recruiting new volunteers, growing the pool of mentors, and expanding the program's reach within the community. Actively participated in program evaluation, leveraging collected data and participant feedback to make informed decisions for program improvement

##### **DN Associates and Core Conditions Group Homes**

**July 2015-November 2019: Childcare Worker:** Provided comprehensive support and guidance to young men at risk, ages 12-17, to foster their emotional and social development. Implemented self-motivational strategies and activities to empower and inspire young men to take an active role in their personal growth and development. Facilitated group activities and workshops designed to enhance interpersonal skills, emotional intelligence, and self-esteem among participants.

#### **EDUCATION:**

Bachelor of Science Recreation Administration  
CALIFORNIA STATE UNIVERSITY, FRESNO, CA  
Bachelor of Science Degree, Community Recreation and Youth Services

#### **CONTINUING EDUCATION & CERTIFICATION OF TRAINING**

Serving at Risk Youth Certificate

# Kaila Lugo

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Fresno, CA | 559-392-1019 | kailalugo91@gmail.com

## Skills & Abilities

- QuickBooks
- Oracle Field Service Cloud (OFSC)
- Proficient in general office skills and clerical techniques
- Self-starter with a proactive problem-solving approach
- Exemplary customer service with a friendly professional attitude.
- Microsoft Office (Outlook, Word, Excel, PowerPoint)
- Maintain an average of 52 wpm
- Fast learner possessing the ability to work quickly and accurately while adapting to change

## Experience

### **OFFICE ADMINISTRATOR | FRESNO COUNTY EDC | NOVEMBER 2022 - PRESENT**

- Manage travel arrangements/appointments etc. for staff, phone calls and correspondence (e-mail, letters, packages etc. Create and update records and databases with personnel, financial and other data. Assist in event planning. Track stocks of office supplies and place orders when necessary. Assist colleagues whenever necessary.

### **DISPATCHER | LINK-US | AUGUST 2016 - NOVEMBER 2022**

- Disperse incoming and outgoing communication; process calls to and from technicians and customers. Manage 30-50 techs per day nation-wide. Schedule, cancel and update customers on appointment changes. Defuse and resolve escalated customer issues. Geographically map techs' workflow for maximum efficiency.

### **DISPATCHER/INSIDE SALES | HIGHLANDS ENERGY | JANUARY 2016 - AUGUST 2016**

- Exceeded sales goals by cold calling to offer multiple programs to those who qualify, such as the energy savings assistance program and the care program. Managed schedules for technicians.

### **CUSTOMER SERVICE/SHIPPING CLERK | POSTAL ANNEX | AUGUST 2015 - JANUARY 2016**

- Packed, shipped and received packages and mail for customers. Assisted customers in finding the most cost-efficient way to send their mail; maintained the store front.

### **RESERVATION CLERK | PISMO CREEK R.V. RESORT | MARCH 2015 - JULY 2015**

- Provided excellent customer service while assisting members in booking reservations and checking members in and out. Sold memberships, handled cash, opened and closed the resort. Monitored and maintained wait lists daily. Utilized QuickBooks to manage accounts receivable.

### **ADMINISTRATIVE SALES ASSISTANT | TOLOSA PRESS | APRIL 2014 - FEBRUARY 2015**

- Assisted the sales team in ensuring all ads were placed in local newspapers. Gathered literature for the company's annual magazine; managed the events section of the newspapers weekly. Made collection calls and managed accounts receivable using QuickBooks.

**CUSTOMER SERVICE REPRESENTATIVE | ALORICA-VERIZON WIRELESS | APRIL 2012 – SEPTEMBER 2013**

- Maintained a high-volume workload within a fast-paced environment. Assisted an average of 550 clients in any given week and consistently met performance benchmarks in speed, accuracy and volume. Assisted the company in attaining the highest client service ratings.

# Julian Ramos

Fresno, CA  
(559) 355-2599  
jramos1687@gmail.com

## EDUCATION

**California State University-Fresno**  
**Fresno, CA**  
*B.A. Political Science - May 2020*

## PROFESSIONAL EXPERIENCE

### **FRESNO COUNTY ECONOMIC DEVELOPMENT CORPORATION, Fresno, CA**

#### **Client Services Manager, April 2021-Present**

- ✎ Execute and manage organization's business attraction effort.
- ✎ Ensure staff provide appropriate information and connect clients with appropriate resources
- ✎ Maintain and develop relationships with County and City officials
- ✎ Ensure client information and activity is logged into customer relationship management system
- ✎ Develop information and marketing materials needed by location decision makers and illustrate the advantages and opportunities for business in the Fresno County area
- ✎ Provide Director, Board, City & County of Fresno with monthly and quarterly activity reports
- ✎ Develop evaluation tools to monitor and measure the progress and quality of the department and contract deliverables
- ✎ Assisted in preparing and managing annual department budget and strategic plan

### **FRESNO COUNTY ECONOMIC DEVELOPMENT CORPORATION, Fresno, CA**

#### **Economic Development Coordinator, March 2020 – April 2021**

- ✎ Assist in business attraction efforts
- ✎ Review and analyze Request for Information (RFI) and client requests to develop high quality, accurate and competitive proposals and/or reports
- ✎ Coordinates and attends local, national, and international trade shows, missions, and events to generate attraction leads within target industries
- ✎ Responsible for managing 50+ clients at any given time, maintain communication with client throughout the project lifecycle

### **CITIZENS BUSINESS BANK, Fresno, CA**

#### **Lead Banking Specialist, Mar 2015 – Present**

- ✎ Assist with operations and service-related responsibilities.
- ✎ Comply with and stay abreast of all policies and procedures, federal and state laws.
- ✎ Promote individual and team enthusiasm and pride.
- ✎ Increase customer satisfaction by recognizing and managing difficult situations promptly.
- ✎ Provide timely resolutions of customer inquiries and complaints.

### **CITIBANK, Visalia, CA**

#### **Assistant Branch Manager, Jul 2010 – Jan 2015**

- ✎ Maintain thorough product knowledge of all existing and newly introduced products, services, and programs.
- ✎ Apply company policies to minimize losses, defalcations, and service representative differences.
- ✎ Implement monthly control and timely submission of financial center reports.
- ✎ Generally assist Branch Manager, including: controlling and properly accounting for non-interest expenses, operating losses, service representative differences, overtime, and overall compensation.



## **ADDITIONAL SKILLS**

- 🚩 Spanish- Intermediate level speaking, reading, and writing
- 🚩 Strong communication, writing, presentation, and public speaking skills
- 🚩 Strong leadership and management skills
- 🚩 Knowledge of local business and political landscapes
- 🚩 Excellent customer service
- 🚩 Thorough follow-through and accountability
- 🚩 Exceptional organizational and multi-tasking skills
- 🚩 Ability to work independently as well as a team player
- 🚩 Excellent interpersonal skills
- 🚩 Unwavering commitment to professionalism and strong code of ethics

## **REFERENCES**

Available upon request

# Malee Vang

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Fresno, CA 93722|559-553-2087|Maleevang98@gmail.com

## Education

**M.S.|MAY 2017|CALIFORNIA STATE UNIVERSITY, FRESNO**

□ Major: Clinical Rehabilitation and Mental Health Counseling

**B.A.|MAY 2014|CALIFORNIA STATE UNIVERSITY, FRESNO**

□ Major: Liberal Studies

## Skills & Abilities

### RECORDS/CLERICAL SKILLS

- Answered and made calls to clients to follow up and address their needs
- Maintained electronic and hard copies of documents
- Reviewed 40 case files monthly for completeness, accuracy, and compliance with regulations
- Provided answers to general queries regarding policies and procedures
- Interpreted and applied rules, regulations, policies, procedures, and explains them to clients and the public
- Served as a liaison between education institutions and employment agencies
- Communicated effectively with staffs and developed cultural competence

### CASE MANAGEMENT SKILLS/PROBLEM SOLVING

- Performed intake enrollment procedures and processed referral requests
- Assessed every participant needs and assisted with development of an individualized program plan
- Case noted interaction with participants
- Maintained accurate and completed case records; updated participate progress as needed
- Worked in conjunction with multi-disciplinary team in identifying and presenting solutions to client's complex problems
- Referred participants for supportive services or to appropriate resources

## Work Experience

**Social Worker** | The Fresno Center | Fresno, CA | 2021- Present

**Employment Readiness Specialist** | Workforce Connection| Fresno, CA | 2020-2021

**Social Worker Care Manager** | Fresno & Madera Agency on Aging | Fresno, CA |

2018-2020 **Counselor** | BAART Programs | Fresno, CA | 2015-2017




**Social Worker** | The Fresno Center | Fresno, CA | 2021- Present

**Internship – Case Management** | American Ambulance| Fresno, CA | 2016-2017

# ROSS WILLIAMS

DATA ANALYST

## CONTACT

-  559-696-8870
-  rwilliams47@gmail.com
-  linkedin.com/in/rwilliams47

## EDUCATION

### **BS Business Administration, Data Analytics Option**

California State University Fresno  
Relevant Coursework:

- Machine Learning with Python
- Econometrics with R
- Database + SQL

### **AS Business Administration** Fresno City College

## SKILLS

Data Modeling

Python

R

SQL

PowerBI

Tableau

ArcGIS

Excel

## CERTIFICATIONS

Google Data Analytics Certificate

Esri Spatial Data Science Analytics

## RELEVANT EXPERIENCE

### DATA ANALYST

#### **Maxco Supply | January 2022-Present**

- Collection and analysis of relevant data with the goal of maximizing efficiency throughout the manufacturing process
- Partnering with General Manager to establish KPIs and develop automated dashboards to improve flow of information to relevant stakeholders
- Performing analysis with Python and building reports using PowerBI
- Communicating findings to plant supervisors via presentations and training sessions

### DATA ANALYST

#### **Freelance Project | May 2021 - October 2021**

- Worked with a student team to develop a predictive model for annual citrus crop production
- Data Cleansing and creation of Microsoft Access Database
- Machine learning to create predictive models in both Python and JMP
- Creation of dashboards and visualizations using PowerBI and Tableau

## WORK EXPERIENCE

### DIGITAL SALES & MARKETING

#### **Gottschalk Music Center | August 2014 - March 2022**

- Helped to increase guitar sales by nearly 300% from 2019 to 2020 through trend-based stocking and marketing strategy
- Managing ad campaigns via Google Ads, Facebook, Instagram, and Mailchimp
- Responsible for all ecommerce sales
- Targeted category management and advertising based on consumer trends

# RAYMOND K. JONES

559.281.5739 – rkjones.mustang@gmail.com – Fresno, California 93730

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## SENIOR ACCOUNTANT

**FINANCIAL STATEMENT PREPARATION & CONSOLIDATION – CASH FLOW ANALYSIS  
ACCOUNT ANALYSIS/RECONCILIATION – BUDGETING & FORECASTING – AUDITING**

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- **FINANCIAL LEADERSHIP** – Over 29 years of experience within school district, non-profit, and corporate environments. Diverse accounting knowledge and experience in budget and finance, special project management, fixed assets, and general accounting oversight.
  - **GENERAL ACCOUNTING SKILLS** – Accounts receivable/payable, payroll, general ledger, billing, financial statements, quarterly and annual tax reports, account reconciliation, fixed assets, regulatory reports, and budgeting. Ability to direct accounting staff in completing financial operations.
  - **PERSONAL STRENGTHS** – Strong work ethic, high degree of integrity, and excellent communication and people skills.
  - **TECHNOLGY** – Proficient with custom accounting software and Microsoft Excel. Ability to learn and utilize new operating systems and software utilized in corporate and school environments.
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## PROFESSIONAL EXPERIENCE

### SENIOR ACCOUNTANT

Clovis Unified School District, Clovis, California

3/2012 – Present

#### Budget-Finance Department:

- Fiscal oversight of Center of Advanced Research and Technology (CART) – Prepare and present fiscal Adopted Budget and Interim/Year-End/MYP results to CART board. Provide financial statements to auditors.
- Oversight of Capital Fixed Assets (>\$25K) – Depreciation of accounts to Capital Assets records; mid-year review of construction projects; year-end processing of Capital Fixed Assets; reconcile 6000/8500 report to posted activity; run depreciation for current year; and provide depreciation reports to auditors.
- Fiscal oversight of Clovis Online Charter School – Prepare fiscal adopted budget and Interim/Year-end reports for CUSD Board.
- Post CUSD County transactions, sort transactions that affect cash accounts, and prepare activity spreadsheet.
- Fiscal oversight of Central Valley Support Services (CVSS) - Prepare and present fiscal Adopted Budget and Interim/Year-End/MYP results to CVSS board. Provide financial statements to auditors.

#### Accounting Department:

- Oversight of processing cash receipts, weekly review of cash disbursement prior to payment, payables, and receivables.

### CONTROLLER / CONSULTANT

Strongtower Financial, Inc. Fresno, California

11/1993 – 6/2011

Managed accounting department and supervised bookkeeper and staff accountants for non-profit offering construction financing for churches throughout the U.S. New construction and renovations totaled as much as \$50-\$60M annually.

- Supervised accounts receivable and payable; general ledger; financial statements; quarterly and annual tax reporting; billing; monthly account reconciliation, annual budget preparation and analysis, and payroll for as many as 65 hourly, salaried, and commission personnel.
- Assisted organization's President with operating budget projections and maintaining reserves at appropriate levels. Provided presentations before board of directors regarding projected operating expenses.

## EDUCATION

**Bachelor of Science Degree in Business Administration – Accounting**

California State University, Fresno

Graduate Study: MBA Program (4.0 GPA), National University, Fresno

(7 of 15 required courses completed)

Attachment E:  
Current Contracts  
(MOU) with Building  
Trades

Fresno Madera Kings & Tulare BTC  
PROFESSIONAL SERVICES AGREEMENT

This professional services agreement ("Agreement") is made and entered into effect on January 1, 2022, by and between the Fresno Madera Kings & Tulare BTC ("BTC") and Northern California Laborers ("Professional") with respect to the following recitals:

- A. Government Code Section 53060 authorizes the employment of persons to perform special services as independent contractors;
- B. The public interest, convenience, necessity, and general welfare will be served by this Agreement.

NOW, THEREFORE, Professional and BTC agree as follows:

1. Professional Services. Professional shall furnish to BTC the following services:  
To provide training sessions that fall under the umbrella of "Infrastructure Construction Skills" (Exhibit "A") as professional development at site(s) to be determined by BTC. Professional will provide all necessary curriculum and supplies for each training session as listed in Exhibit "A." Professional may determine the method, details, and means of performing the services, however, will present content and materials in a manner to only represent BTC. The BTC shall not have the right to, and shall not, control the manner or determine the method by which Professional accomplishes these services. The service delivery will follow acceptable standards of educational practice.
2. Term. The professional services described in Paragraph 1 shall commence on January 1, 2022 and end on December 31, 2022 unless terminated pursuant to Paragraph 6.
3. Payment. In consideration of the services to be rendered by Professional, BTC agrees to pay as follows: In accordance with prices noted on Exhibit "A", Professional will receive \$5,500 per class training for agreed session duration(s). The BTC reserves the right to cancel a cohort if a minimum of 15 participants are not achieved.
4. Independent Contractor Status. Professional, and any and all agents and employees of Professional, shall perform this Agreement in their independent contractor capacity. Both parties acknowledge that professional is not an employee for state or federal/tax purposes. Professional shall retain the right to perform services for others during the term of this Agreement so long as the other agreement/contract do not interfere with the service delivery to BTC.

5. Indemnity. The Professional, a party hereto ("indemnitor") shall indemnify, defend and hold harmless the BTC, other party ("indemnatee"), its officers, officials, employees, agents, directors and volunteers from and against any and all liability, claims, damage, cost, expenses, awards, fines, judgments, and expenses of litigation (including, without limitation, costs, attorney fees, expert witness fees and prevailing party fees and costs) of every nature arising out of or in connection with the assignment of this agreement, except such loss or damage which was caused by the active negligence of the BTC other party ("indemnatee").
6. Termination of Agreement. Either party may terminate this Agreement at any time for any or no reason upon written notice to the other party. In the event of termination of this Agreement before its expiration, Professional shall be paid for satisfactory work performed to the date of termination. Satisfactory work includes the completion of any cohort that has commenced unless halted for health and safety reasons. The BTC may then proceed with the work in any manner the BTC deems proper.
7. Assignment. This Agreement is personal and shall not be assigned by Professional either in whole or in part. Any such purported assignment shall void this Agreement.
8. Insurance. Professional agrees to provide all necessary Worker's Compensation Insurance for Professional's employees, if any, at Professional's own cost and expense. Professional will additionally provide a certificate of Insurance evidencing coverage is current stating Fresno Madera Kings & Tulare BTC (BTC) is "additionally insured".
- Commercial general liability in not less than the following amounts per occurrence:
1. \$2,000,000 per occurrence, \$4,000,000 general aggregate coverage bodily injury, personal injury, and property damage. Proof that the policy does not exclude Sexual Molestation Coverage is required.
  2. \$1,000,000 auto liability per accident for bodily injury and property damage.
- Worker's compensation: Per statutory coverage as required according to the California Labor Code, including employer's liability at limits of \$1,000,000 per accident
- Professional liability: \$1,000,000 limit per occurrence, \$5,000,000 annual aggregate limit covering trainers' wrongful acts, errors and omissions.
9. Taxes. Professional agrees that Professional has no entitlement to any future work from the

BTC or to any employment or fringe benefits from the BTC. Payments to the professional pursuant to this Agreement will be reported to federal and state taxing authorities as required. BTC will not withhold any money from compensation payable to Professional. In particular, BTC will not withhold FICA (social security), state or federal unemployment insurance contributions, and/or state or federal income tax, or disability insurance. Professional is independently responsible for the payment of all applicable taxes.

10. Notices. All payments and any notices or communications under this Agreement shall be in writing and shall be deemed to be duly given if served personally on the party to whom notice is directed or shall be deemed served forty-eight (48) hours after the same has been deposited in the United States mail, certified or registered, return receipt requested, postage prepaid, and addressed in the case of:

Agency: Northern California Laborers  
Laborers' Community Service & Training Foundation (LCTF)  
Representative Leonard Gonzales  
Address: 1001 Westside Drive  
City, State, Zip: San Ramon, CA 94583-4098

Agency: Fresno Madera Kings & Tulare BTC  
Representative: Chuck Riojas  
Address: 5410 E. Home Avenue  
City, State, Zip: Fresno, CA 93727



11. No Entitlement. Professional agrees that he or she has no entitlement to any future contracts or work from the BTC or to any employment or fringe benefits from the BTC.
12. Board Approval. The parties agree that the effectiveness of this Agreement may be contingent upon approval by the BTC's Governing Board.
13. Governing Law and Venue. This Agreement and the rights and obligations of the parties shall be construed and enforced in accordance with the laws of the State of California. The parties also agree that in the event of litigation venue shall only lie with the appropriate state court or federal court located in Fresno County.
14. Binding Effect. This Agreement shall inure to the benefit of and shall be binding upon the Professional and the BTC and their respective heirs, executors, administrators, or successors.
15. Severability. If any provision of this Agreement shall be held invalid or unenforceable by a court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provisions of this Agreement.
16. Amendment. The term of this Agreement shall not be amended in any manner whatsoever except by written agreement signed by the parties.
17. Entire Agreement. This Agreement constitutes the entire agreement and understanding between the parties. There are no understandings, agreements, representations, or warranties, expressed or implied, not specified in this Agreement.
18. Licenses. Professional represents that Professional and all agents or employees of professional are properly licensed by the State of California to perform all of the services which Professional has agreed to render pursuant to this Agreement.
19. Compliance with Law. Professional agrees to perform the services contemplated by the Agreement in a professional and a competent manner and in compliance with all state or federal laws or regulations governing the services to be rendered pursuant to this Agreement.
20. Equal Employment Opportunity. The Professional will comply with BTC Board Policy related to Equal Employment Opportunity, per Government Code 87100, et seq. Title 5, Section 53000, et seq, also including federal regulations for "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.
21. Anti-Lobbying (31 U.S.C. 1352). For Contracts of \$100,000 or more the Professional will complete the Attachment E.1 -Anti-Lobbying Certification as per required by 31 U.S.C. 1352.

Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award.

22. Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act (33 U.S.C. 1251 et seq.) Contracts of amounts in excess of \$100,000 shall contain a provision that requires the Professional to agree to comply with all applicable standards, regulations issued pursuant to the Clean Air Act (12 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act (33 U.S.C. 1251 et seq.).

23. Debarment and Suspension. No Professional Service Agreement shall be made to parties listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Non-Procurement Programs in accordance with E.O.'s 12549 and 12689.

24. Rights to Inventions Made Under a Contract or Professional Service Agreement. For the performance of experimental, developmental, or research work shall provide for the rights of the Federal Government and the recipient in any resulting invention in accordance with 37 CFR part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements", and any implementing regulations issued by the awarding agency.

25. Access by the grantee, the subgrantee, the Federal grantor agency, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records of the contractor which are directly pertinent to that specific contract for the purpose of making audit, examination, excerpts, and transcriptions.

IN WITNESS WHEREOF, this Agreement has been executed by the parties on the date and year first-above written.

Professional: Northern California Laborers

BTC: Fresno Madera Kings & Tulare BTC

By Leonard Gonzales

Printed Name: Leonard Gonzales

Executive Director

Date: 09 FEB 2022

Tax ID# 26-1092178

By Chuck Riojas

Printed Name: Chuck Riojas,

Executive Secretary-Treasurer

Date: February 9, 2022

EXHIBIT "A"

The Northern California Laborers will provide the following contracted services for Fresno Madera Kings & Tulare BTC:

Program Description	Total Price
Laborers' Infrastructure Construction Skills Boot Camp	
This boot camp will be divided in two sections:	
1. Safety Certifications Week (40-hours)	\$5,500
2. Hazardous Waste Removal (40-hours)	\$5,500
The 80 hours will be completed over a 2-week period at (8) hours a day, 5 days per week.	
	\$11,000
The total cost of \$11,000 per cohort to include: instruction, any and all per diem, travel subsistence, mileage, books, trainer material/supply costs associated with training.	
Curriculum for LIUNA Pre-Apprenticeship Construction Boot Camp (80 hours) includes:	
General orientation to apprenticeship	
careers OSHA-10, CPR and First Aid	
Construction math Hazardous Waste Removal	

All training will be held at a location selected by the Fresno Madera Kings & Tulare BTC.

Invoices for services to be provided to the Fresno Madera Kings & Tulare BTC with full documentation quarterly (if required) at the following address:

Brittani Kelley  
Fresno, Madera, Kings & Tulare Counties  
Building and Construction Trades Council, AFL-CIO  
5410 E. Home Ave., Fresno, CA 93727  
559-457-0894 office | 559-455-3898 cell

# Attachment F: Example 12-Week Curriculum

**Valley Apprenticeship Connections 12 Week On-Line Training Outline**

- Classroom training schedule will be Monday- Friday from 7 am to 2 pm
- Morning/Afternoon (10- Min.) Breaks will occur daily at 9 am and 1 pm
- Lunch Daily from 11 pm to 12 pm

<i>Week #</i>	<i>7am-12pm    Break 9am-9:15am Lunch 11 to 12:00</i>	<i>12 to 2pm (Break 1pm to 1:10 p.m.)</i>
<b><i>Week One</i></b> Monday – Friday will address the topics noted as the weekly lesson plans. Tutor	Physical Ed. Construction Math Tutoring  <b><u>Introduction to “Thinking for a Change”:</u></b> Active Listening Asking Questions Giving Feedback	<b><u>Blueprint Reading:</u></b> Residential Building Plans Site Plans Foundation Plans Floor Plans  Review Weekly Progress Report (Fridays)
<b><i>Week Two</i></b> Monday – Friday will address the topics noted as the weekly lesson plans.	Physical Ed. Construction Math Tutoring  <b><u>Thinking for a Change:</u></b> Knowing your Feelings Thinking Controls our Behavior	<b><u>Blueprint Reading:</u></b> Residential Building Plans Electrical Plans Plumbing Plans Elevations  Review Weekly Progress Report (Fridays)

<p><b>Week Three</b> Monday – Friday will address the topics noted as the weekly lesson plans.</p>	<p>Physical Ed. Construction Math Tutoring</p> <p><b><u>Thinking for Change:</u></b> Pay Attention to our thinking Recognize Risk Understanding the feelings of Others</p>	<p><b><u>Blueprint Reading:</u></b> Commercial Building Plans Specifications Details Permit and licenses Symbols</p> <p>Review Weekly Progress Report (Fridays)</p>
<p><b>Week Four</b> Monday – Friday will address the topics noted as the weekly lesson plans.</p>	<p>Physical Ed. Construction Math Tutoring</p> <p><b><u>Thinking for a Change:</u></b> Making a Complaint Apologizing Responding to Anger Hands On Work-</p>	<p><b><u>Blueprint Reading:</u></b> Commercial Building Plans Building Materials Construction Math Formulas</p> <p>(Students complete Blue Print Reading)</p> <p>Review Weekly Progress Report (Fridays)</p>
<p><b>Week Five</b> Monday – Friday will address the topics noted as the weekly lesson plans.</p>	<p>Physical Ed. Construction Math Tutoring</p> <p><b><u>Thinking for a Change:</u></b> Introduction to Problem Solving Stop and Think Think of Choices and Consequences Make a Plan Hands On Work-</p>	<p><b><u>Grade Checking:</u></b> Grade differences from lot to lot Flood Control in Fresno Soil differences: Fresno is the center of Agriculture for the valley. Soil structures. Compaction equipment. 811</p> <p>Review Weekly Progress Report (Fridays)</p>

<p><b>Week Six</b> Monday – Friday will address the topics noted as the weekly lesson plans.</p>	<p><b><u>Thinking for a Change:</u></b> Physical Ed. Construction Math Tutoring Meet and Greet Financial Literacy Hands On Work-</p>	<p><b><u>Grade Checking:</u></b> Underground services Retaining walls (reinforce vs. non-reinforced) Grading failures Permitting Title 24 ADA requirements (Students complete Grade Checking)  Review Weekly Progress Report (Fridays)</p>
<p><b>Week Seven</b> Employment Expectations</p>	<p>Physical Ed.  Discussions on how the trades work as far as obtaining employment and/or induction into the unions.  Hands On Work</p>	<p>Review Weekly Progress Report (Fridays)</p>
<p><b>Week Eight</b> Monday-Friday will address the topics noted as the weekly lesson plans</p>	<p><b><u>Thinking for a Change:</u></b> Social Skills Start Lessons 23-25 Evaluate Problem Solving-Application  Hands On Work</p>	<p>Role Play pertaining to lesson plan  Review Weekly Progress Reports (Fridays)</p>
<p><b>Week Nine</b> All day training in Safety Certification</p>	<p>Certification Week: Safety Training and Flagging Students cannot have absences during the week of certifications. Students will be terminated if they miss any days, are not in proper gear or late to class</p>	<p>Safety Training Certification &amp; Flagging  Review Weekly Progress Report (Fridays)</p>

<p><b>Week Ten</b> All day training in Hazardous Waste-40 Certification Training</p>	<p>Certification Week: Hazardous Waste-40 Students cannot have absences during the week of certifications. Students will be terminated if they miss any days, are not in proper gear or late to class</p>	<p>Hazardous Waste-40  Review Weekly Progress Report (Fridays)</p>
<p><b>Week Eleven</b> Monday – Friday will address the topics noted as the weekly lesson plans.</p>	<p><b><u>Thinking for a Change:</u></b> State the Problem Set a Goal and Gather Information Practice Problem Solving Skills 1-3  Hands On Work</p>	<p>Role Play pertaining to lesson plan   Review Weekly Progress Reports (Fridays)</p>
<p><b>Week Twelve</b>  Monday-Friday will address the topics noted as the weekly lesson plans</p>	<p>Job Search Interviews with employers Hands On Training- Demolition/Deconstruction</p>	<p><b>Students graduation. Students are certified in:</b> OSHA 10 First Aid CPR Confined Space Traffic Control/Workplace Safety Hazardous Waste 40 Flagging Blue Print Reading Certificate Grade Checking Certificate</p>