

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**Fresno Regional Workforce Development Board**  
**And**  
**West Hills Community College District**

In accordance with the Workforce Innovation and Opportunities Act of 2014, Public Law 113-128, 29 U.S.C. 3101, et seq., as amended (hereafter referred to as "WIOA"), the Fresno Regional Workforce Development Board (hereinafter referred to as the "WDB") shall develop a local plan, and enter into a Memorandum of Understanding ("MOU") with local America's Job Center One-Stop Partners (as defined in Section IV(B) below) regarding the operation of the local America's Job Center One-Stop System of service delivery (the "local One-Stop System") and the performance of the functions described in Section 121(e)(1) of the WIOA. MOUs must be executed between the WDB and the America's Job Center One-Stop Partners, with the agreement of the Chief Local Elected Official. The Chief Local Elected Official in the WDB's Local Workforce Development Area (collectively, the City and County of Fresno) has delegated to the WDB the ability to execute this MOU pursuant to that certain Joint Exercise of Powers Agreement dated May 19, 2009, as amended (the "Joint Powers Agreement").

**I. VISION, MISSION AND GOAL OF THE FRESNO COUNTY AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) ONE-STOP SYSTEM**

A. Vision

To fully engage all available public and private resources to ensure the Fresno Regional Workforce Development system as the premier source for the human capital needs of growth industry clusters within Fresno County. By integrating education and workforce preparation to assist the best companies in Fresno County to remain and thrive in our local community, to achieve sustainable economic growth. To concurrently assist our unemployed and underemployed residents to achieve a higher quality of life by access to such careers in growth industry sectors.

B. Mission

The Fresno Regional Workforce Development system, a Joint Powers Authority between the City and County of Fresno, in partnership with both the public and private sectors, exists primarily to assist local businesses in meeting their human capital needs. In this, we both (1) screen and train prospective new employees and (2) assist in upskilling existing employees. By offering such quality referral and training services, directly linked to local industry needs, we are of greatest benefit to our unemployed and underemployed clients.

**II. PURPOSE OF MEMORANDUM OF UNDERSTANDING**

A. To define, establish, and reinforce relationships between the WDB and the designated AJCC One-Stop Partners;

B. To define the roles and responsibilities of these entities in the performance of their combined goal of establishing a workforce development system through the local One-Stop System that is:

1. Integrated (offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills and

affording universal access to the system overall);

2. Comprehensive (offering to participant/customer a large array of useful information with wide and easy access to needed services);
  3. Participant/customer-focused (providing the means for judging the quality of services and making informed choices); and
  4. Performance-based (based on clear outcomes to be achieved, mutually negotiated outcomes and methods for measurements, and the means for measuring and attaining participant/customer satisfaction); and
- C. To describe how cost of services and the operating cost of the local One-Stop System will be funded.

### III. STATEMENT OF ISSUE

As a partner under the WIOA, West Hills Community College District (WHCCD), hereinafter referred to as the "Partner", enters into an MOU with the WDB regarding the manner in which the Partner will participate and provide access to their services through the local One-Stop System.

### IV. DEFINITIONS

The following definitions apply to this MOU:

A. AJCC One-Stop Operator:

The WDB sub-contracted entity or entities designated to operate the local One-Stop System, provide Basic Career Services (as defined in Section IV(D) below), and to coordinate services within the local One-Stop System under the WIOA. Sometimes also referred to herein as the "One-Stop Operator"

B. AJCC One-Stop Partner:

An entity that carries out one or more programs or activities described herein, makes those programs or activities available to participants through the local One-Stop System, and participates in the operation of the local One-Stop System consistent with the terms of this MOU and with the requirements of their Authorizing Law (as defined in Section IV(C) below) by which the programs or activities are authorized under the WIOA. Sometimes also referred to herein as "Partner"

C. Authorizing Law:

Refers to each respective Partner's legal authority to engage in the specific programs or activities that the Partner will provide in connection with WIOA authorized programs, activities, or services.

D. Basic Career Services:

Services and resources available to the general public without enrollment into the WIOA program or any Partner's program. These services are overseen by the AJCC One-Stop Operator. These services include but are not limited to the following services, and are provided either by the WDB or by the Partners, as appropriate, applicable and allowable:

1. Determination of eligibility to receive WIOA-enrolled services.

2. Outreach, intake, and orientation to the services available through the One-Stop System.
3. Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs.
4. Labor exchange services, including the following:
  - a. Job search, placement assistance, and career counseling, including information on in-demand industry sectors and occupations as well as nontraditional employment.
  - b. Recruitment and other business services on behalf of employers in the local area, such as information and referral to specialized business services not traditionally offered through the local One-Stop System.
5. Referrals to, and coordination of activities with, other programs and services, including programs and services within the local One-Stop System and other workforce development programs.
6. Workforce and labor market employment statistics information, including information relating to local, regional, state, and national labor market areas, including the following:
  - a. Job vacancy listings and the job skills necessary to obtain them.
  - b. Information on local in-demand occupations and the earnings, skill requirements, and opportunities for advancement that accompany them.
7. Information on performance and program cost of eligible providers of training services, youth workforce development activities, adult education, career and technical education activities at the postsecondary level, career and technical education activities available to school dropouts, and vocational rehabilitation services.
8. Information regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the local One-Stop System.
9. Information on, and referral to, supportive services or assistance, including the following:
  - a. Child care, child support, medical or child health assistance under title XIX or XXI of the Social Security Act.
  - b. Benefits under the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008.
  - c. Assistance through the earned income tax credit under section 32 of the Internal Revenue Code of 1986.
  - d. Assistance under a state program for temporary assistance for needy families funded under part A of Title IV of the Social Security Act.
  - e. Other supportive services and transportation available in the local area.
10. Information and assistance regarding filing claims for unemployment compensation.
11. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded under WIOA.

E. Business Services:

The terms "Business Services" means services and resources available to employers in the local area and are provided by Partners and sub-contracted providers of services, with

oversight by WDB staff, where applicable, appropriate and allowable. These services include, but are not limited to:

1. Labor exchange activities and labor market information;
2. Customized screening and referral of qualified participants in training services to employers;
3. Customized services to employers, employer associations, or other such organizations, on employment-related issues;
4. Customized recruitment events and related services for employers including targeted job fairs;
5. Human resource consultation services, including but not limited to assistance with:
  - a. Writing/reviewing job descriptions and employee handbooks;
  - b. Developing performance evaluation and personnel policies;
  - c. Creating orientation sessions for new workers;
  - d. Honing job interview techniques for efficiency and compliance;
  - e. Analyzing employee turnover; or
  - f. Explaining labor laws to help employers comply with wage/hour and safety/health regulations;
6. Customized labor market information for specific employers, sectors, industries or clusters;
7. Rapid Response and lay-off aversion; and
8. Other similar customized services.

F. Individualized Career Services:

The term Individualized Career Services means services available to persons who meet the eligibility requirements as defined in the WIOA and subsequent regulations. These services are provided by the WDB's subcontracted service providers and Partners, where applicable, appropriate and allowable. These services are subject to priority of service and include, but are not limited to:

1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include the following:
  - a. Diagnostic testing and use of other assessment tools.
  - b. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
2. Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services and career pathways to attain career objectives.
3. Group counseling.
4. Individual counseling.
5. Career planning.

6. Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.
7. Internships and work experiences linked to careers.
8. Workforce preparation activities.
9. Financial literacy services.
10. Out-of-area job search assistance and relocation assistance.
11. English language acquisition and integrated education and training programs.

G. AJCC Partner Services:

The term AJCC Partner Services means those services described in Section IX, Description of Services To Be Provided By Partner, of this MOU carried out under the Partner's Authorizing Law.

H. Participant/customer:

The term participant/customer is defined as a person or persons receiving integrated local One-Stop System employment, training, educational services, and/or business services for employers from any AJCC partner.

I. Training Services:

The term Training Services means services available to persons who meet the eligibility requirements as defined in the WIOA, subsequent regulations, and locally-defined prerequisites. These services are provided by the WDB's subcontracted service providers and Partners, where applicable, appropriate and allowable. These services are subject to priority of service and include, but are not limited to:

1. Occupational skills training, including training for nontraditional employment.
2. On-the-job training.
3. Incumbent worker training.
4. Programs that combine workplace training with related instruction, which may include cooperative education programs.
5. Training programs operated by the private sector.
6. Skill upgrading and retraining.
7. Pre-Apprenticeship and Apprenticeship training
8. Entrepreneurial training.
9. Transitional jobs (Work Experience).
10. Job readiness training provided in combination with another training service.
11. Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with another training service.
12. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

13. Other similar training services

**V. AJCC ONE-STOP PARTNER PARTICIPATION**

Partner agrees to participate in a joint planning process which results in the development of the local and regional Strategic Plan submitted to the State in accordance with issued WIOA guidelines (the "Strategic Plan"). Partners agree to engage in planning, plan development, and activities, to result in:

- A. Continuous partnership building between all parties to this MOU;
- B. Continuous partnership building and planning responsive to State requirements;
- C. Continuous partnership between State and local representatives engaged in WIOA activities and related workforce preparation and development;
- D. Responsive to specific local and economic conditions, including employer needs;
- E. Adherence to strategic planning principles adopted by the WIOA for long range planning, including the requirement for continuous improvement;
- F. Adherence to common data collection and reporting, including needs for modification or change;
- G. Diligence in developing coordinated local leadership in workforce development through:
- H. Responsiveness to participant/customer needs;
- I. Maintenance of system infrastructure;
- J. Shared technology and information;
- K. Performance management to measure the success of the local One-Stop System overall and to enhance performance in a spirit of quality management and continuous improvement.
- L. Identification of each Partner's appropriate contribution to meeting the performance standards negotiated between the State of California and WDB.

**VI. THE CUSTOMERS TO BE SERVED**

The AJCC One-Stop Center will serve:

- A. Those Fresno County residents, who are seeking employment, need guidance on how to make career choices, and building basic educational or occupational skills.
  - 1. Priority of Service will be given to those who are (in order of priority):
    - a. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient;
    - b. Individuals who are recipients of public assistance, other low income individuals,

individuals who are basic skills deficient, or individuals with other barriers to employment.

- c. Veterans and eligible spouses who are not included in WIOA's priority groups.
- d. Other individuals not included in WIOA's priority groups.

B. Those businesses who are seeking a skilled and stable workforce; need guidance in various business operations or in need of assistance in case of reductions in force.

C. All AJCC One-Stop Center Services and Partner services will be available to all eligible residents no matter their English language proficiency or physical abilities.

## **VII. AMERICAN'S WITH DISABILITIES ACT COMPLIANCE**

Partner agrees to ensure that the policies and procedures as well as the programs and services provided at the AJCC and Partner's facilities are in compliance with the Americans with Disabilities Act and its amendments. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

## **VIII. NON-DISCRIMINATION AND EQUAL OPPORTUNITY**

A. Partner agrees that no person shall, because of ethnic group identification, age, sex, gender identification, sexual orientation, color, disability, medical condition, national origin, race, ancestry, marital status, religion, religious creed, or political belief be excluded from participation, be denied benefits of, or be subject to discrimination under any program or activity receiving state or federal assistance. Such practices include retirement, recruitment advertising, hiring, layoff, termination, upgrading, demotion, transfer, rates of pay or other forms of compensation, use of facilities, and other terms and conditions of employment.

B. Partner assures compliance with the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA.

## **IX. DESCRIPTION OF SERVICES TO BE PROVIDED BY THE PARTNER**

Partner agrees that they will provide access to all the services described below at the designated AJCC One-Stop and any other satellite location deemed appropriate by the Partner. Partner will participate in the creation of the local One-Stop System which provides for universal access and enables customers to become self-sufficient.

Partner will ensure that services are provided either by (i) assigning staff to the local AJCC One-Stop(s); (ii) using a mutually developed referral process; (iii) training the One-Stop Operator and other Partner staff to deliver information about the services available to eligible individuals; and/or (iv) using technology to provide services to participants/customers, except as noted below.

Partner will ensure that the needs of workers and youth, and individuals with barriers to employment, including but not limited to individuals with disabilities and limited English proficient individuals, are provided necessary and appropriate access to services, including

access to technology and materials, available through the local One-Stop System.

Any Partner funded by Wagner-Peyser is required to be co-located in the Comprehensive America's Job Center One-Stop Center (as defined and identified in Section XI(A) below).

Partner agrees that it will provide One-Stop Partner Core Services to participants/customers and support local One-Stop System activities:

- A. Provide access to WIOA Basic Career, Individualized Career, Training and Youth services for west side Fresno County residents,
- B. Provide access to the Partners' services at the two AJCC facilities specified in Section XI B,
- C. Maintain the Coalinga AJCC facility in compliance with Attachment 4 and this MOU,
- D. Provide contact information for key college staff who can serve as liaisons and provide information on Partner's activities and services including career technical education, financial aid, class schedules, community college applications, etc.

#### **X. WDB RESPONSIBILITIES**

As authorized under the WIOA, and pursuant to the Joint Powers Agreement, the WDB will establish policies necessary for implementation of the WIOA in the local area and shall:

- A. Develop and submit a local plan to the Governor;
- B. Collaborate with other Workforce Development Boards to develop a Regional Plan
- C. Identify eligible AJCC One-Stop Operators by awarding grants or contracts on a competitive basis;
- D. Conduct programmatic and fiscal reviews of the WIOA services provided by sub-contracted program providers of services, training services providers and report to the WDB the results of those reviews.
- E. Identify eligible providers of youth activities in the local area by awarding grants or contracts on a competitive basis based on the recommendations of the local youth council;
- F. Identify eligible providers of training services in the local area by awarding grants or contracts on a competitive basis;
- G. Identify eligible providers of Individualized Career Services in the local area by awarding grants or contracts on a competitive basis;
- H. Provide adequate facilities for the Partners as needed and as funding allows;
- I. Develop a local One-Stop System budget for the purpose of carrying out the duties of the WDB;



- J. Solicit and accept grants and donations from sources other than federal funds made available under WIOA;
- K. Conduct regular program and physical plant assessments for compliance to federal, state and local Equal Opportunity and Americans with Disabilities Act regulations as required by law.
- L. Negotiate local performance measures;
- M. Coordinate the workforce development activities carried out in the local area with economic development strategies and develop other employer linkages with such activities;
- N. Promote participation by private sector employers in the statewide workforce development system and help such employers meet their hiring needs using the system by providing connecting, brokering, and coaching activities to the employers;
- O. Make available to the public, on a regular basis through open meetings and/or through publications online, information regarding the activities of the WDB, including information regarding the Strategic Plan prior to submission of the Strategic Plan, membership, the designation and certification of AJCC One-Stop Operator(s), the award of grants or contracts to eligible providers of youth activities, and, on request, minutes of formal meetings of the WDB;
- P. Negotiate and enter into an MOU with each AJCC One-Stop Partner which meet the requirements of the WIOA and sets forth their respective responsibilities for making a full range of services available through the local One-Stop System; and shall modify this MOU to add additional Partners as needed for the benefit of the community and system.

**XI. LOCATION OF AMERICA'S JOB CENTER ONE-STOP SITES**

- A. The WDB will establish a minimum of one physical location called the "Comprehensive AJCC" within the workforce development area in which all AJCC One-Stop Partners will provide access to the services provided under the WIOA. The parties agree that the Comprehensive AJCC shall be located at the Manchester Shopping Center, 3302 N. Blackstone Avenue, Fresno, California 93726. This location may be changed by the WDB during the term of this MOU upon thirty (30) days advance notice of such change to the Partners. Each Partner agrees that it will provide access to the services described in this MOU at such location and any other satellite location deemed appropriate by each Partner, with concurrence of the WDB.
- B. The Partner will be located at the WHCCD maintained affiliated AJCC sites at the West Hills Community College – Coalinga campus at 300 Cherry Lane, Building A, Coalinga, California 93210 and the West Hills Community College – Firebaugh campus at 1511 9<sup>th</sup> Street, Firebaugh, California 93622.
- C. If the WDB establishes additional AJCC One-Stop Centers within its local workforce development area, each Partner will determine the extent and manner in which it will participate in such additional centers. However, access to each Partner's services will be

made available at all locations, either with on-site staff, via technology, or referral to the nearest office of the Partner.

- D. The Partner commits to providing information and access to all AJCC Partner services, as described in this MOU, at each of its service locations.

## **XII. METHODS OF REFERRAL**

- A. The WDB, through its designated AJCC One-Stop Operator(s), and the Partners agree to utilize the approved referral processes and forms for common intake and referral among the AJCC One-Stop Partners and providers of services. The WDB and Partners developed a universal referral system and form that is used for all cross-agency referrals, copies of which are attached hereto, and incorporated herein, as Attachment 3
- B. The WDB and Partner agree to train and provide technical assistance to the appropriate staff of each of the other participating AJCC One-Stop Partners and sub-contracted providers of services on topics that include but are not limited to eligibility for and scope of allowable services for the partner's programs.
- C. Partner agrees to suggest appropriate referrals for its applicants and clients, the availability of additional services from other AJCC partners if they determine the client could benefit from those referral(s).
- D. A listing of Partner Services Partner Sites and Locations can be found in Attachments 1 and 2, respectfully referral purposes.

## **XIII. CONFIDENTIALITY**

Partner shall be in strict conformance with all applicable federal, State of California and/or local laws and regulations relating to confidentiality including Welfare and Institutions Code section 10850 and insure that all applications and records concerning participants/customers shall be kept confidential and shall not be opened to examination, publicized, disclosed, or used for any purpose not directly connected with the administration of the local One-Stop System. The Partner shall inform all of its employees, agents, officers, subcontractors, Board members, or partners of this provision and that any person knowingly and intentionally violating this provision is guilty of a misdemeanor.

- A. All participant/customer applications and records related to services provided under this MOU, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services. Signed information releases will be obtained where appropriate.
- B. Partner agrees to share information either agreed upon by them or as interpreted by the Chief Local Elected Official or designee to be necessary for the administration of the local One-Stop System. Partner shall obtain signed releases allowing for the sharing of participant/customer information necessary for provision of services under the WIOA; i.e. assessment; universal intake; program or training referral; job development or placement activities; and other services as needed for employment or program support purposes.
- C. At any time an America's Job Center One-Stop Partner requests confidential information

regarding another Partner's participant/customer, the request shall be accompanied by a written Release of Confidential Information signed by the participant/customer.

#### **XIV. GRIEVANCES AND COMPLAINTS**

Partner agrees to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative remedy in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

#### **XV. COST ALLOCATION – Phase I**

- A. Partner agrees to financially participate in the operating costs related to the common costs of the One-Stop System attributable to the Partner's program(s).
- B. Partner commits to work collaboratively with the WDB and other AJCC One-Stop Partners to participate in the implementation of the Resource Sharing Agreement (RSA) process in order to have finalized RSAs by December 31, 2017 for Program Year 2017-2018.

#### **XVI. TERM AND RENEWAL OF MOU**

- A. The term of this MOU is from July 1, 2016 to June, 30, 2019, unless it is terminated earlier as provided in Section XVIII, below.
- B. This MOU is of no force or effect until signed by authorized representatives of the participating America's Job Center One-Stop Partner and the WDB. Once signed thereby, this MOU is effective commencing upon July 1, 2016, and shall supersede in its entirety any MOU entered into previously by and between the participating AJCC One-Stop Partner and the WDB.
- C. The MOU, once signed, becomes a part of the local Strategic Plan.

#### **XVII. REVISIONS AND MODIFICATIONS**

This MOU may be revised or modified with the approval of both the WDB and of the Partner.

#### **XVIII. TERMINATION**

Partner may terminate its participation in this MOU upon thirty (30) days written notice to the WDB; or The WDB may terminate this MOU upon thirty (30) days written notice of such termination to partner.

#### **XIX. NOTICE**

Any notice required or permitted to be given by any party to this MOU shall be deemed given upon personal delivery to the other parties or two (2) days after being deposited in the United States mail, postage prepaid, first class mail addressed to the other parties at the following addresses or to such other address as the parties may provide by written notice given in

accordance herewith:

Fresno Regional Workforce Development Board      Partner's address as identified on  
Attn: Blake Konczal, Executive Director              the signature page below.  
2125 Kern Street, Suite 208  
Fresno, CA 93721

## **XX. ADMINISTRATIVE AND OPERATIONAL MANAGEMENT**

It is understood that the Partner and its staff are subject to their existing personnel policies, procedures, regulations and statutes as well as applicable collective bargaining agreements. The WDB will assure to the extent possible that the One-Stop Operator will work with all Partners in developing and implementing policies and procedures for the One-Stop System, in order to avoid inconsistencies with their respective policies, procedures, regulations and collective bargaining agreements.

## **XXI. SHARED INFORMATION AND SYSTEM SECURITY**

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, each AJCC Partner agrees to the following:

- A. Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other applicable statutes or requirements.
- B. Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- C. System security provisions shall be agreed upon by all partners.

## **XXII. PUBLIC COMMUNICATIONS AND BRANDING RELATED TO WIOA SERVICES**

- A. All communications must be approved by the WDB Marketing Manager or Executive Director prior to the communication.
- B. Partner agrees to utilize the AJCC logo developed by the State of California and the Local Board on buildings identified for AJCC usage.

## **XXIII. DISPUTE RESOLUTION**

The parties agree to try to resolve policy and practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff or the respective staff employer and the WDB, for discussion and resolution.

## **XXIV. INDEMNIFICATION**


Except as otherwise expressly provided in this MOU and to the fullest extent of the law, each party shall indemnify and hold harmless (the "Indemnifying Party") the other parties, including the One-Stop Operator and the WDB, and their respective partners, directors, officers, agents, customers and employees (the "Indemnified Parties") from and against any and all losses, costs, expenses (including reasonable attorneys', experts' and consultants' fees and court costs at all levels of proceedings), damages and/or liabilities which any of the Indemnified



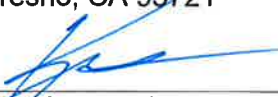
**Signatures:**

In WITNESS THEREOF, the parties to this Memorandum of Understanding execute this agreement.

Dated: 7/29/ 2016

BY   
Paul Bauer, FRWDB Board Chairperson  
Fresno Regional Workforce Development  
Board  
2125 Kern Street, Suite 208  
Fresno, CA 93721

Dated: July 12, 2016

BY   
Ken Stoppenbrink, Deputy Chancellor  
West Hills Community College District  
9900 Cody Street  
Coalinga, CA 93210

IN WITNESS WHEREOF, the parties have executed this Agreement at Fresno, California.

CITY OF FRESNO,  
A California municipal corporation

Dated: \_\_\_\_\_

By: \_\_\_\_\_  
Bruce Rudd  
City Manager

ATTEST:  
YVONNE SPENCE, CMC  
City Clerk

By: \_\_\_\_\_  
Deputy

APPROVED AS TO FORM:  
DOUGLAS T. SLOAN  
City Attorney

By:  \_\_\_\_\_ 9/8/16  
Brandon M. Collet Date  
Deputy City Attorney

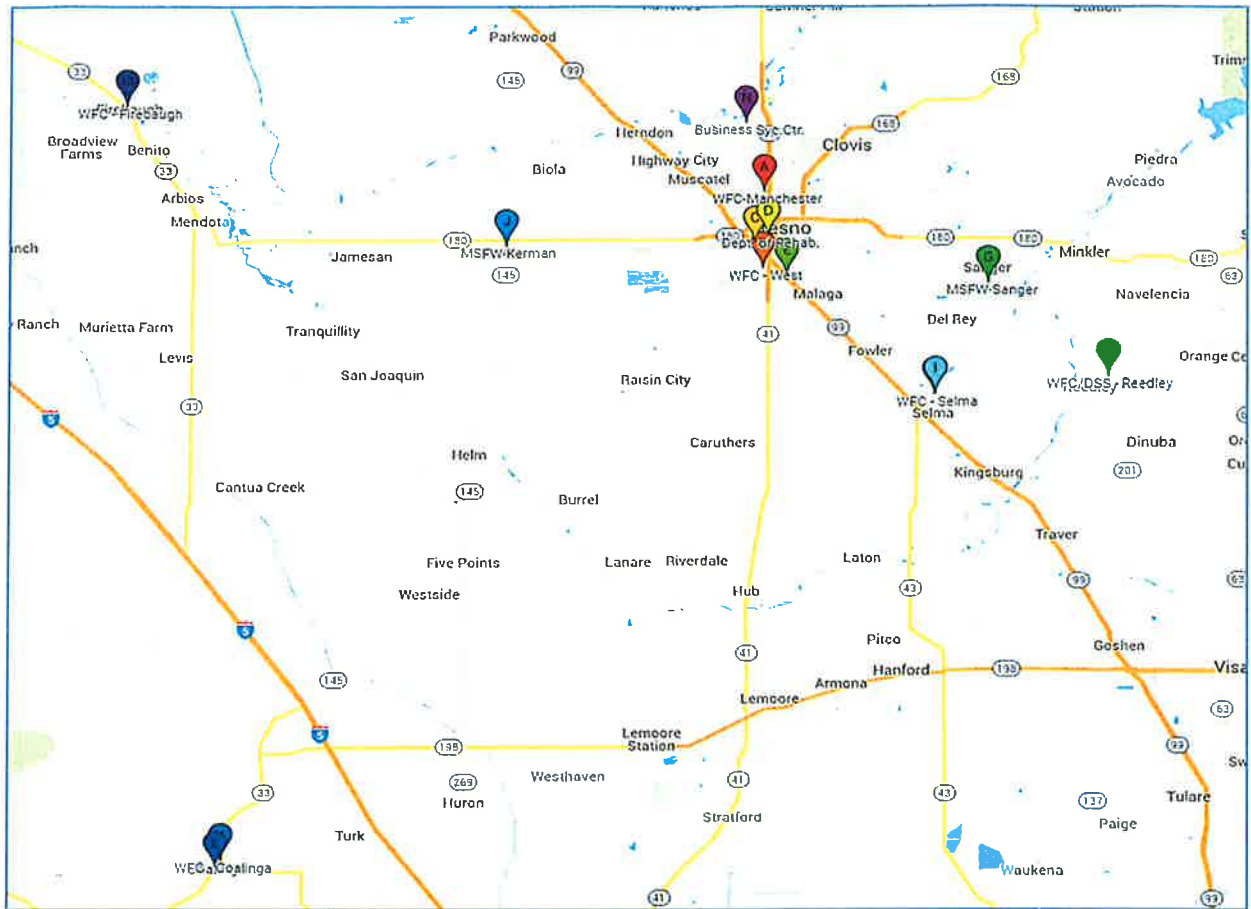
**One Stop Partners and Services Provided**

<b>Partner</b>	<b>Services Provided</b>
Department of Social Services	Will be co-located at Manchester and Reedley AJCCs. Assistance with reception duties; assistance with Job Fairs and employer services events; participate in scholarship panels; liaison between AJCC partners, DSS staff and participants; Welfare-to Work case management; participate on Self Reliance Team; CalWORKS Intake and CalFresh/Medi-Cal services (Reedley only).
Department of Rehabilitation	Disability Awareness training to frontline AJCC staff; Co-location of DOR staff at Manchester AJCC; Training to AJCC staff and core partners on Competitive Integrated Employment.
Employment Development Department	<p>Workforce Services: Will be co-located at Manchester, Fresno West, Reedley AJCCs. California Training Benefits; CalJOBS; Employer Services; Fidelity Bonding services; H-2A Temporary Agriculture Program; Jobs for Veterans services; Migrant Seasonal Farmworker services; personal job search assistance workshops; assist with Rapid Response events; Trade Adjustment Assistance; Work Opportunity Tax Credits; assistance with Worker Adjustment Retraining Notification Act; Youth Employment Opportunity Program/Youth Services.</p> <p>Labor Market Information Division: Labor Market Information in support of Basic Career Services; occupational guides/profiles; wage data; skills information and transference; education and licensing requirements; in-demand occupations listings; crosswalks for occupation and education program offerings; state-wide Eligible Training Provider List; commute pattern data.</p> <p>Unemployment Insurance Branch: UI claim information upon request (per process); worker profiling and re-employment services; UI Public Services Program; In-person guidance to individuals filing for UI claims utilizing on-line tools; Assistance to AJCC staff and customers for California Training Benefits; Collaborate with partners and AJCC staff on TAA process and requirements; participate in local Rapid Response events and roundtable meetings; provide lay-off aversion information to employers.</p>
Fresno Economic Opportunities Commission	Support AJCC staff with referrals to any Community Services Block Grant services and any other service available through EOC, depending on eligibility requirements; depending on need and space availability, the following programs could co-locate in the AJCC: Women, Infants and Children (WIC) and Low-Income Home Energy Assistance (LIHEAP). Will provide CSBB services information via technology in the AJCC and Orientation.
State Center Adult Education Consortium	In the State Center Community College District area (urban Fresno County, east side rural area), provide GED or High School Equivalency preparation classes either by agreed to schedule or referral from the AJCC; Provide ESL classes either by agreed to schedule or referral from the AJCC; Provide Basic Computer Literacy classes either by agreed to schedule or referral from the AJCC; provide counseling services and assistance to WIOA enrolled participants who have expressed interest in attending State Center Community College District training programs that are approved and listed on the state Eligible Training Provider List. All of these services will be provided by the adult schools and community college campuses who make up this consortium.



<p>West Hills Adult Education Consortium</p>	<p>In the West Hills Community College District area (urban Fresno County, west side rural area), Provide GED or High School Equivalency preparation classes either by agreed to schedule or referral from the AJCC; Provide ESL classes either by agreed to schedule or referral from the AJCC; Provide Basic Computer Literacy classes either by agreed to schedule or referral from the AJCC. These services will be provided by the adult schools located in Fresno County who are members of this consortium.</p>
<p>Proteus Migrant Seasonal Farm Worker</p>	<p>Will provide outreach and recruitment for the Migrant Seasonal Farm Worker Program; conduct eligibility determination; case management; career counseling; orientation; skills assessment; co-enrollment with other appropriate agencies; provide Youth Farmworker Services; job placement services.</p>
<p>AARP Foundation</p>	<p>Will provide outreach, intake and Orientation services; provide information and referrals to supportive services available to eligible persons; provide group presentations; provide Older Americans workshops, as needed or requested; provide group counseling services; Short-term pre-vocational services; specialized assessments; health screening; organize monthly support group meetings for Older Americans; provide staffing support to the Manchester AJCC resource room and clerical support to co-located partner staff.</p>
<p>Job Corp</p>	<p>Eligibility determination for Job Corp services; initial assessments for Job Corp services; individual and group counseling/mentoring; short term pre-vocational services; internships/work experiences linked to careers; soft skills development; financial literacy workshops; occupational job training related to Job Corp; job readiness workshops/training; GED/HS diploma assistance; information about Job Corp provided in literature and electronically; participate in Self Reliance Team panels.</p>
<p>West Hills Community College District</p>	<p>Provide access to WIOA services for residents of the west side of Fresno County, provide access to partner services at 2 satellite AJCC sites, act as liaison for the WHCCD on Career Technical Education, financial aid, applications, etc.</p>
<p>Small Business Administration</p>	<p><b>TO BE DETERMINED ONCE MOU IS FINALIZED</b></p>
<p>Fresno Housing Authority</p>	<p><b>TO BE DETERMINED ONCE MOU IS FINALIZED</b></p>
<p>California Indian Manpower Consortium</p>	<p><b>TO BE DETERMINED ONCE MOU IS FINALIZED</b></p>

## Fresno Regional Workforce Development Board & Partner Workforce Services Centers



- |   |  |   |
|---|--|---|
| A. Workforce Connection Manchester<br>Arthur Moss-559.230.1100<br>3302 N. Blackstone Ave. Suite 155,<br>Fresno CA 93726 | F. Workforce Connection/Dept. of<br>Social Services - Reedley<br>Cynthia Rye – 559.637.2444<br>DSS – 559.637.2971<br>1680 E. Manning Ave. Reedley, CA<br>93654 | J. Migrant Seasonal Farm Worker-<br>Kerman<br>437 S. Madera Ave.<br>Kerman, CA 93630<br>559.473.4489                  |
| B. Workforce Connection - West<br>559-445-6747<br>2555 S. Elm Ave., Fresno CA 93706                                     | G. Migrant Seasonal Farm Worker-<br>Sanger<br>1849 Academy Ave.<br>Sanger, CA 93657<br>559.875.7146  | K. Workforce Connection Coalinga<br>Robert Pimentel-559.937.2793<br>300 Cherry Ln. Bldg. A,<br>Coalinga, CA 93210     |
| C. Dept. of Social Services – Fresno<br>559.600.2650<br>1209 E Street<br>Fresno, CA 93706                               | H. Workforce Connection - Selma<br>Adolfo Recinos-559.891.0135<br>MSFW-559.891.0135<br>3706 McCall Ave. Suite 116 Selma,<br>CA 93662                           | L. Dept. of Social Services – Coalinga<br>559.600.6300<br>311 Coalinga Plaza<br>Coalinga, CA 93210                    |
| D. Ca. Department of Rehabilitation<br>559.445.6011<br>2550 Mariposa Mall, Rm. 2000<br>Fresno, CA 93721                 | I. Dept. of Social Services – Selma<br>559.600.5205<br>3800 McCall Ave.<br>Selma, CA 93662   | M. Workforce Connection Firebaugh<br>Robert Pimentel-559-937-2793<br>1511 9 <sup>th</sup> St.,<br>Firebaugh, CA 93622 |
| E. Migrant Seasonal Farm Worker-<br>Fresno<br>3454 E. Date Ave.<br>Fresno, CA 93725<br>559.473.4485                     |  | N. Business Service Center<br>7475 N. Palm Ave., Suite 105<br>Fresno, CA 93711<br>559.230.4062                        |

# Fresno Regional Workforce Development Board

A proud member of America's Job Center of California<sup>SM</sup> Network

2125 Kern Street, Suite 208 • Fresno, California 93721 • 559.490.7100 • Fax 559.490.7199 •  
www.workforce-connection.com

Blake Konczal, Executive Director

## OPERATIONAL DIRECTIVE

**FRWIB OD # 06-16**

**Date Released: July 1, 2016**

**To: All Fresno Regional Workforce Development Board AJCC Partners and Service Providers**

**From: Blake Konczal, Executive Director**

**Effective Date: July 1, 2016**

**Subject: America's Job Centers of California (AJCC) Partner Referral Process**

**Applicable Program: All**

**Revision History: Initial Release**

This Operational Directive (OD) replaces the referral process described in OD 35-05, Partner Co-Enrollment and Referral Process. This OD obsoletes Form REG-102, Universal Referral Checklist and adds updated referral forms.

Partners may be required to use their own Release of Information form, instead of the Universal Release of Information (Form REG-100) when making referrals to other Partners. Those Partners are required to identify the approved form to be used when referring clients from their organization.

### Purpose

As mandated by the Workforce Innovation and Opportunity Act (WIOA), each Local Workforce Development Area (LWDA) is required to have a documented process for referrals between partner agencies, as defined by WIOA (mandated partners) and the local Board as AJCC partners (local one-stop partners).

The intent of a referral activity is to ensure that needed services for a client are provided through the most appropriate funding stream in the most efficient manner and are not duplicative. The client should have an experience that is as seamless as possible.

This OD describes, on page 2, the steps to be taken to facilitate a referral between any Partner agency, including any of Fresno County's WIOA-funded programs, and to track the outcome of those referrals.

Each partner is required to identify all departments that provide the services described in their individual Partner Memorandum of Understanding (MOU) with the Fresno Regional Workforce Development Board. Additionally, each partner and sub-contracted provider of service is required to identify a single point of contact (SPOC) for all referrals to their agency and their full contact information (telephone number and email address). The FRWDB Quality Systems Manager will be responsible for maintaining and disseminating this information.

### PROCESS

Level I – Referrals to other partners or community services for perceived or stated needs of clients. Use Form REG-108. There will be no follow-up for Level I Referrals. Referrals will be counted and reported, when appropriate.

Level II – Direct referral between partners for specific services. Use Form # REG-109. Referring partner will fill out the form, contact the referred to agency single point of contact (SPOC) and make appointment for client if

appropriate. Referral to be scanned to referred agency and copy given to client. Review the referral with the client. Referring Partner will file the original referral form.

If any questions, please contact the FRWDB Program Manager.

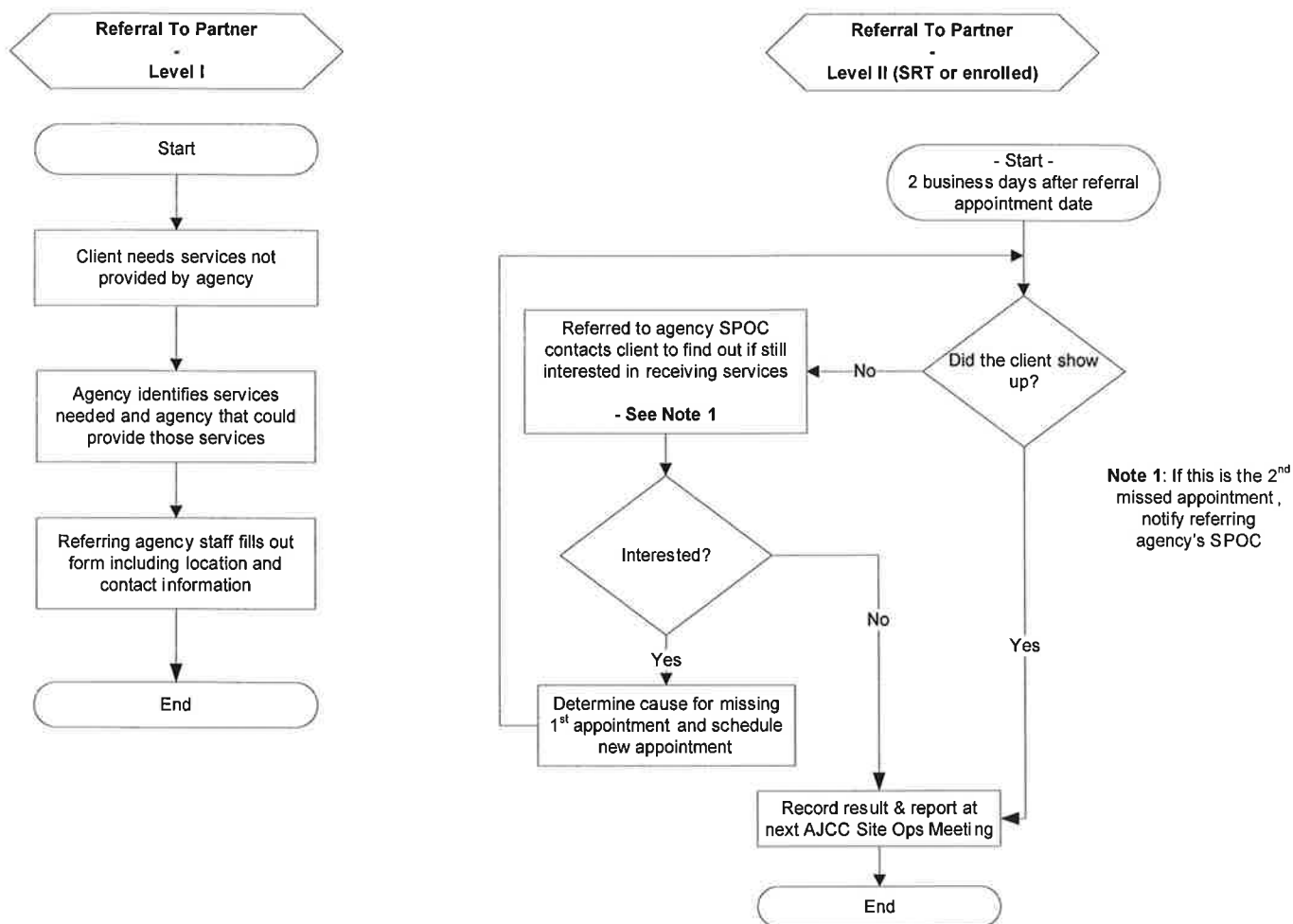
Forms: REG-100 – Universal Release of Information (Partners may require the use of their own Release of Information form in order to release client specific information).

REG-101 – Agency Summary of Services Checklist

REG-104 – Interest Checklist

REG-108 – AJCC Partner Referral – Level I

REG-109 – AJCC Partner Referral – Level II



**Project Program - Westhills CCD**

District:	West Hills Community College District	Date:	5/13/2013
College:	West Hills College Coalinga	District #:	
Project Title:	One Stop Shop-reduced scope	Project #:	391-0001
Prepared by:	Luke Casavant	Check by:	CAA
		Bond Proj#:	-

**1.0 Project Narrative**

College to partner with County Workforce in relocating office to campus. Existing spaces in buildings 10 and 26M, to be remodeled including replacement of carpet and ceiling tiles. Spaces are to be painted and includes electrical improvements to accommodate new use. Furniture work by Fresno County including final electrical connection. Additional power and data drops included in scope. Add two stations in room 26 for office cubicles provided by County.

**2.0 Project Cost**

**Project Cost**

**1. PERMITS, MANAGEMENT AND FEES**

- A. Architect/Engineer's fee**  
 $\$64,696 \times 10.00\% = \$ 6,470$   
 Hourly estimate of costs \$ -
- B. Permits and fees**  
 (List) \$ -
- C. Other costs**  
 Advertising \$ 1,000  
 Printing \$ 500  
 Soils report \$ -  
 Topo grading \$ -  
 Indirect Source Review Permit \$ -  
 Other (List) \$ -
- D. DSA plan review fees**  
 DSA Review Required: No \$ -
- E. Management/Auditing/Scheduling/Support/Graphics**  
 $\$64,696 \times 1.50\% = \$ 970$

**Total Permits and Fees \$8,900**

**2. CONSTRUCTION COST (Detail cost below 7.0) \$64,696**

**3. INSPECTION COST**  
 Testing cost 1.75% x Construction cost \$ 1,132  
 0.25 mon.@ \$14,000 Project Inspector cost \$ 3,500 **\$4,600**

**4. CONTINGENCY**  
 20.0% x Construction cost **\$12,900**

**6. FURNITURE/EQUIPMENT**  
 Furniture/Equipment \$0.00 (From detail cost below 8.0) **\$0**

**TOTAL PROJECT COST \$91,096**

Project Type	Typical Project Percentages by Type				Percentages this Project		
	P	W	C	E	% Input		\$
Scheduled Maintenance	4%	6%	90%	0%	4%	P	\$ 3,644
New Facilities	2%	5%	86%	7%	6%	W	\$ 5,466
Modernizations	3%	6%	91%	0%	90%	C	\$ 81,986
Equipment	0%	0%	0%	100%	0%	E	\$ -
					100%		\$ 91,096

*Pick project type and use standard percentages and input percentages used in percentage line. Must equal 100%. If you use custom percentages note in remarks why different that standard typical project percentages.*

### 3.0 Project Funding - Breakdown

Funding Source	P Preliminary Plans	W Working Drawings	C Construction	E Equipment	Total
CC Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
CC SM	\$ -	\$ -	\$ -	\$ -	\$ -
CC HM	\$ -	\$ -	\$ -	\$ -	\$ -
Grant	\$ -	\$ -	\$ -	\$ -	\$ -
Other (local \$)	\$ 3,644	\$ 5,466	\$ 81,986	\$ -	\$ 91,096
SFID- 1 NDC	\$ -	\$ -	\$ -	\$ -	\$ -
SFID 2-Coalinga	\$ -	\$ -	\$ -	\$ -	\$ -
SFID 3-Lemoore	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 3,644</b>	<b>\$ 5,466</b>	<b>\$ 81,986</b>	<b>\$ -</b>	<b>\$ 91,096</b>

Note funding sources for project. Total funds required shall equal or more than funds required for project. See table below for analysis of Total Funds required versus Total Funds available for project.

#### Funding versus Project Costs Analysis

Category	Total Funds Required	Total Funds Available	Difference	Remarks
P	\$ 3,644	\$ 3,644	\$ -	
W	\$ 5,466	\$ 5,466	\$ -	
C	\$ 81,986	\$ 81,986	\$ -	
E	\$ -	\$ -	\$ -	
<b>Total</b>	<b>\$ 91,096</b>	<b>\$ 91,096</b>	<b>\$ -</b>	

Total funds Required = Funds required for project implementation from Project costs above  
 Total funds Available = Funds available for project by category.  
 Difference = Shall be zero or larger, no moving forward if project deficit

### 4.0 Project Schedule

Create Program	13-May-13	Advertise bid for construction	17-Jun-13
Start Working Drawings	20-May-13	Award construction contract	25-Jun-13
Complete Working Drawings	3-Jun-13	Start Construction	8-Jul-13
		Complete Project	15-Aug-13

### 5.0 Approvals

Approval Required before Starting Design/Working Drawings/Bidding.	INITIAL PROGRAM-APPROVAL Project Budget \$91,096	Approval Required before Awarding Project.	AWARD PROGRAM-APPROVAL Project Budget
	Dr. Carole Goldsmith, President		Dr. Carole Goldsmith, President
	Celina Garcia, AIA, ARA		Celina Garcia, AIA, ARA
	Byron Woods		Byron Woods
	Chris Addington, FARA, AIA, ARA		Chris Addington, FARA, AIA, ARA
	Ken Stoppenbrink, WHCCD 1. Secure approvals prior to funding 2. BW/CG/CA to confirm funds available 3. KS to review and approve		Ken Stoppenbrink, WHCCD 1. Confirm project within budget 2. If project is overbudget, secure augmentation approval prior to proceeding. 3. KS to review and approve.

### 6.0 Issue History

cc: C. Goldsmith F. Gornick C. Addington  
 K. Stoppenbrink S. Bailey K. Cobb

#### Issue History:

5/1/2013 LC Initial Program to Team for approval of scope, budget and schedule  
 5/7/2013 CAA Approval by CG to issue draft to team for review and comment  
 5/13/2013 CAA Revised program, schedule, budget ready for program approval to proceed

#### Remarks:

5/13/13: Need information on MOU to prepare TCO for WHCCD. Will estimate MOU term as 5 years to be confirmed. Project costs to be paid by Fresno County as lump sum to WHCCD. CAA to draft TCO and issue to Goldsmith to confirm terms by 5/20/2013.

## 7.0 Construction Cost (Detailed)

### Construction Cost (detailed)

Description	Total project area: Unit cost	Qty	sf	\$
<u>BUILDING 10A (One Stop/Career Service Center)</u>				
<u>8.0 DOORS AND WINDOWS</u>				
<u>Hardware</u>				
Re-key doors/LS	\$ 300.00	1		\$ 300
	\$ -	-		\$ -
			Subtotal	\$ 300
			<u>DIVISION 8.0 TOTAL</u>	<u>\$ 300</u>
<u>9.0 FINISHES</u>				
<u>Flooring</u>				
Carpet cleaning/LS	\$ 600.00	1		\$ 600
	\$ -	-		\$ -
			Subtotal	\$ 600
<u>Ceiling</u>				
Ceiling tiles misc patch/LS	\$ 500.00	1		\$ 500
	\$ -	-		\$ -
			Subtotal	\$ 500
<u>Wall</u>				
Paint/SF	\$ 1.00	1,720		\$ 1,720
Wall patch/LS	\$ 500.00	1		\$ 500
	\$ -	-		\$ -
			Subtotal	\$ 2,220
			<u>DIVISION 9.0 TOTAL</u>	<u>\$ 3,320</u>
<u>10.0 SPECIALTIES</u>				
<u>Signs</u>				
Exterior Sign/EA	\$ 250.00	2		\$ 500
Custom window sign/LS	\$ 300.00	1		\$ 300
	\$ -	-		\$ -
			Subtotal	\$ 800
			<u>DIVISION 10.0 TOTAL</u>	<u>\$ 800</u>
<u>12.0 FURNISHINGS</u>				
<u>Existing-work by tenant Not in Contract</u>				
Remove furniture at existing site/EA	\$ -	13		\$ -
Reinstallation/EA	\$ -	11		\$ -
Miscellaneous pieces/LS	\$ -	11		\$ -
			Subtotal	\$ -
			<u>DIVISION 12.0 TOTAL</u>	<u>\$ -</u>
<u>16.0 ELECTRICAL</u>				
Connect furniture station/EA-By others	\$ -	11		\$ -
Printer power/data/EA	\$ 1,500.00	1		\$ 1,500
Data Drops/EA	\$ 1,000.00	4		\$ 4,000
Disconnect existing power/LS	\$ 1,500.00	1		\$ 1,500
New power circuit power/EA	\$ 1,500.00	3		\$ 4,500
	\$ -	-		\$ -
			Subtotal	\$ 11,500
			<u>DIVISION 16.0 TOTAL</u>	<u>\$ 11,500</u>
<u>Project Sub-total</u>				<u>\$ 15,920</u>
General Conditions 4%				\$ 637
Overhead 5%				\$ 796
Profit 5%				\$ 796
<u>CONSTRUCTION TOTAL</u>				<u>\$ 28,057</u>
Soft Cost				\$ 11,449
<u>BUILDING TOTAL</u>				<u>\$ 39,506</u>

**BUILDING 26M (Assessment)**

**2.0 SITEWORK**

**ADA Work**

Saw cutting concrete/LF	\$	20.00	10	\$	200
Concrete removal/SF	\$	3.20	600	\$	1,920
Sidewalk/SF	\$	10.00	600	\$	6,000
	\$	-	-	\$	-
	\$	-	-	\$	-
			<b>Subtotal</b>	<b>\$</b>	<b>8,120</b>
			<b>DIVISION 2.0 TOTAL</b>	<b>\$</b>	<b>8,120</b>

**8.0 DOORS AND WINDOWS**

**Hardware**

Re-key/LS	\$	300.00	1	\$	300
Threshold/EA	\$	250.00	1	\$	250
	\$	-	-	\$	-
			<b>Subtotal</b>	<b>\$</b>	<b>550</b>
			<b>DIVISION 8.0 TOTAL</b>	<b>\$</b>	<b>550</b>

**9.0 FINISHES**

**Flooring**

Carpet/sf	\$	4.00	528	\$	2,112
Base/LF	\$	1.50	105	\$	158
	\$	-	-	\$	-
			<b>Subtotal</b>	<b>\$</b>	<b>2,270</b>

**Ceiling**

Replace damaged ceiling tiles/LS	\$	1,500.00	1	\$	1,500
	\$	-	-	\$	-
			<b>Subtotal</b>	<b>\$</b>	<b>1,500</b>

**Wall**

Gyp board patch/LS	\$	1,000.00	1	\$	1,000
Paint/sf	\$	1.00	950	\$	950
	\$	-	-	\$	-
			<b>Subtotal</b>	<b>\$</b>	<b>1,950</b>
			<b>DIVISION 9.0 TOTAL</b>	<b>\$</b>	<b>5,720</b>

**10.0 SPECIALTIES**

**Signs**

Exterior Sign/EA	\$	250.00	1	\$	250
	\$	-	-	\$	-
			<b>Subtotal</b>	<b>\$</b>	<b>250</b>
			<b>DIVISION 10.0 TOTAL</b>	<b>\$</b>	<b>250</b>

**11.0 EQUIPMENT**

**Technology-removed from scope of work**

LCD Monitor/EA	\$	-	1	\$	-
	\$	-	-	\$	-
			<b>Subtotal</b>	<b>\$</b>	<b>-</b>
			<b>DIVISION 11.0 TOTAL</b>	<b>\$</b>	<b>-</b>

**12.0 FURNISHINGS**

**Existing-removed from scope of work by tenant**

Remove furniture at existing site/EA	\$	-	15	\$	-
Reinstall furniture/EA	\$	-	15	\$	-
Miscellaneous pieces/LS	\$	-	15	\$	-
			<b>Subtotal</b>	<b>\$</b>	<b>-</b>
			<b>DIVISION 12.0 TOTAL</b>	<b>\$</b>	<b>-</b>



**16.0 ELECTRICAL**

Connect furniture station/EA-by others NIC	\$	-	20	\$	-
Data drops/EA	\$	1,000.00	10	\$	10,000
New power outlet/EA	\$	1,500.00	4	\$	6,000
Disconnect existing power/LS	\$	500.00	1	\$	500
Reconfigure intrusion alarm/LS	\$	1,000.00	1	\$	1,000
	\$	-	-	\$	-
			<b>Subtotal</b>	\$	<b>17,500</b>
			<b>DIVISION 16.0 TOTAL</b>	\$	<b>17,500</b>

<b>Project Sub-total</b>		\$	<b>32,140</b>
General Conditions	4%	\$	1,286
Overhead	5%	\$	1,607
Profit	5%	\$	1,607
<b>CONSTRUCTION TOTAL</b>		\$	<b>36,639</b>
Soft Cost		\$	14,951
<b>BUILDING TOTAL</b>		\$	<b>51,590</b>

**8.0 Equipment Cost (Detailed)**

**Equipment Cost (detailed)**

Description	Unit cost	Qty	\$
<b>Furniture</b>			
X	\$ -	-	\$ -
X	\$ -	-	\$ -
		<b>Subtotal</b>	\$ -
<b>Equipment</b>			
X	\$ -	-	\$ -
X	\$ -	-	\$ -
		<b>Subtotal</b>	\$ -
		<b>Total</b>	\$ -



## Total Cost of Ownership Analysis

### WHCC - 5-Year Costs - Work Force Development

Facility Building SF	1,715	<b>Project Total Life Costs</b>		
Site SF	-	<b>Total Cost</b>	<b>\$/SF</b>	<b>\$/SRF/Year</b>
Site grounds/acres	0	\$ 76,321	\$ 44.50	\$ 8.90
Term of Ownership	5 years			
Renovation cycle	NA years			
Ownership	Tenant			
Decommissioning	Tenant to remove Assets			

#### Recapitalization

Recapitalization costs are the investment required to restore and modernize real property assets to update to educational plan changes. The costs are largely a function of obsolescence, change in use, and change to educational plans, codes & policy. None this proposal

<b>Total</b>	<b>\$/SF/YR</b>
\$ -	\$ -

#### Decommissioning

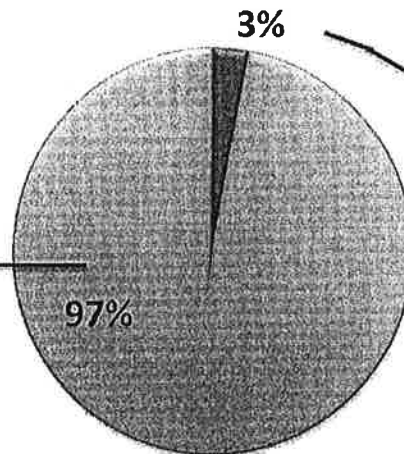
Decommissioning Includes folling areas: Removal of physcal assets, disconnection of utilities, misc repairs, hazmat report and holding costs. Decommissioning costs. None

<b>Total</b>	<b>\$/SF/YR</b>
\$ -	\$ -

#### Acquisition

Acquisition costs are all costs to facilitate project prior to starting

<b>Total</b>	<b>\$/SF/YR</b>
\$ 2,250	\$ 0.26



#### Operations & Maintenance

Operations & Maintenance are grouped into the following areas. Maintenance Management, Custodial, Maintenance, Utilities, Operations, Management & Staffing.

<b>Total</b>	<b>\$/SF/YR</b>
\$ 74,071	\$ 8.64
<b>Cost per year</b>	<b>\$ 15,264</b>

#### Project Construction

Construction costs all costs incurred during initial construction will be paid by Work Force Development

<b>Total</b>	<b>\$/SF/YR</b>
\$ -	\$ -

Revised 5/14/2013