



Fresno Regional  
**Workforce  
Development Board**

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**Workforce Innovation and Opportunity Act**

**Local Plan Biennial Modification  
Program Years 2017 – 2021**

**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD (FRWDB)**  
**2019 BIENNIAL MODIFICATION TO 2017-2021 LOCAL PLAN**  
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## **FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD (FRWDB) 2019 BIENNIAL MODIFICATION TO 2017-2021 LOCAL PLAN - PRINCIPAL NARRATIVE**

### **I. COLLABORATION WITH THE CALFRESH EMPLOYMENT AND TRAINING PROGRAM AND STRENGTHENED PARTNERSHIP WITH FRESNO COUNTY DEPARTMENT OF SOCIAL SERVICES**

The CalFresh program in Fresno County is administered by the Fresno County Department of Social Services (DSS), which is responsible for all TANF and related public welfare programs. The FRWDB and our network of AJCCs have a long history of working with DSS on welfare-to-work related projects. The two agencies regularly cross refer clients in accordance with procedures outlined in the partner MOU. Because the CalFresh population is tremendously diverse, this target group is served by all types of education, social services and support organizations.

Fresno County DSS has implemented a CalFresh Employment and Training (CFET) Program, using a third-party provider model. DSS contracts with Reading and Beyond, a local non-profit organization that was an early implementer of CFET programs. This model, known as the California Bridge Academy, provides an 18-month program. Its design is flexible and provides basic education, supportive services and training in demand occupations with the goal of the participant moving into a job, then a better job and, ultimately, a career. The Bridge Academy in Fresno County works closely with adult education, the community college system and community-based organizations. Coordination with the AJCCs and the workforce system has grown and CFET participants use the center as a resource for job search.

The responses below address approaches for both the CalFresh population and CFET participants. For additional information concerning background and needs assessment of participants in CalFresh and the CFET Program in Fresno County, please refer to description provided in Attachment B.

***A. Braiding Resources and Coordinating Service Delivery for People Receiving CalFresh to Participate in Workforce Services, Sector Pathway Programs, Supportive Services and Retention Efforts:*** Given the size and diversity of the population that participates in the CalFresh Program, individuals in this target group are served by many of the workforce system partners and allied stakeholders. The coordination of services to support these job seekers is built on a customer-focused approach, where individual aptitudes, circumstances and priorities are assessed and a service strategy is customized to meet education, training and support needs. When CalFresh participants seek services through the AJCC, they are oriented not just to the services provided under WIOA, but to programs and resources available through the one-stop partners and other local service agencies. A service plan is developed that addresses the full range of needs. Often this will include training provided by local providers, including but not limited to: local education programs and Fresno City College, which prepare participants for careers in regional target sectors, such as construction, manufacturing, and healthcare. Linking participants to community-based resources for housing, medical, legal and other services is part of FRWDB's braided strategies that ensure participants are equipped to complete training and succeed in the workplace.

***B. Workforce System Collaboration with Community Organizations Serving Specific CalFresh Populations:*** For both CalFresh participants and those enrolled in E&T activities, the foregoing response addresses the strategies used by the workforce system to coordinate and leverage resources from stakeholders of all types. Individuals with additional barriers to employment (e.g. job seekers with disabilities, formerly incarcerated individuals, migrant and seasonal farmworkers) will often qualify for specific types of funding and programs, and, in some cases, are referred by those programs to the AJCC and other workforce system providers. County and state justice system agencies, WIOA Section 167 Farmworker programs, the State Department of Rehabilitation (DOR), veterans services programs, refugee support agencies and other organizations with a unique, population-specific focus are part of the workforce system's extended network of partners. Referrals, co-enrollments and coordinated service delivery are commonplace among stakeholders.

***C. Workforce Services Available to People Receiving CalFresh That Are Funded by Local/Regional Partners:*** Most organizations providing education, training and support services to CalFresh individuals do not use CalFresh enrollment status as a basis for eligibility/participation and do not record this data. Therefore, baseline service levels for most education, training and support programs are not available. Some programs and providers do collect

information regarding their participants' CalFresh status. For example, in PY 2017-2018, the FRWDB served a total of 1,366 CalFresh participants in our WIOA Title I formula-funded programs.

Even without the availability of baseline service levels, our recent biennial modification planning and community and stakeholder engagement process revealed that opportunities exist to serve a greater number of CalFresh participants and increase the number of CFET participants by the partners' working together to promote services to this population. Under the WDB's leadership, the one-stop partners will collaborate with DSS to identify and develop strategies to specifically market workforce and training programs for CalFresh participants

***D. Partners' Roles in Helping Provide Services to and Integrating People Receiving CalFresh into Sector Pathway Programs:*** The FRWDB is committed to ensuring that participants' training is focused on demand occupations within priority sectors that hold promise for career advancement, wage gains and a family supporting income. FRWDB provides career exploration, job readiness preparation, career guidance, case management, work-based learning and referrals to training that are sector pathway-focused. CalFresh participants benefit from this focus by participating in services designed to qualify them for jobs that will lead to careers with good wages and benefits. The FRWDB continues to lead discussions among the workforce system stakeholders, including our education partners, regarding the development of coursework and work-based learning strategies focused on regional sector pathways. Examples include a Maintenance Mechanic program, developed under the SlingShot grant, which is offered by Fresno City College, and curricula to support MC3 Pre-Apprenticeship training sponsored by the region's Building Trades Councils.

***E. Coordination among Partners to Provide Supportive Services to this Population and Facilitate Program Completion:*** WIOA, CFET, the Rehabilitation Act and many other programs for which some CalFresh participants may qualify allow for a portion of funds to be used to provide a variety of support that enable participation in services and training and successful transition to employment. For individuals needing supportive services (e.g. housing, medical) that may exceed the resources available through public workforce and education programs, referrals are made to public and non-profit providers throughout the county, such as Department of Social Services, Fresno County Housing Authority, WestCare Foundation, and the Fresno Rescue Mission. As described above, the delivery of services to CalFresh and other workforce system participants begins with assessment and service planning. These services are critical in identifying support needs and form the basis for designing a program of support that will ensure a participant's success. Additional information on supportive services is provided in Attachment B.

***F. Strategies to Retain Participants in Regional Sector Pathway Programs and Employment:*** AJCC staff and representatives of our workforce services partners (e.g. EDD, DOR, local education agencies) orient all prospective candidates to workforce, education and training services that are available to support their career goals. This is followed by assessment and service planning that not only ensure that suitable workforce services are identified, but that customers understand the actions required to advance on a career path that will pay family sustaining wages. These include gaining work experience in an occupation and, frequently, continuing education and training to secure credentials that businesses recognize and value.

## **II. PARTNERSHIP WITH FRESNO COUNTY DEPARTMENT OF CHILD SUPPORT SERVICES**

The new state-level partnership between the California Workforce Development Board and the California Department of Child Support Services sets the stage for delivering more intensive workforce services to a greater number of non-custodial parents (NCPs) population. FRWDB fully supports the state's mandate that local partnerships be formed to improve labor market outcomes for unemployed, underemployed and non-custodial parents. Both the workforce system, which is led by the FRWDB, and Fresno County Child Support Services have implemented mechanisms including referral processes to improve workforce service delivery for targeted NCPs. For background information on the target group and an assessment of need, please refer to information provided in Attachment C.

### ***A. Existing Workforce and Education Program Partnerships***

1. Partners' Collaboration to Provide Supportive Services to Enhance Job Retention: The population comprising non-custodial parents with child support orders, who are unemployed, underemployed or payment delinquent, is extremely diverse and experiences a vast array of circumstances. Some individuals are completely disconnected from the labor market, having never worked a traditional job and possessing few marketable skills. Others may be

formerly incarcerated individuals, including those who are recently released and, therefore, unemployed. Still others may be English language learners, persons with disabilities, disconnected youth or older workers. What they share in common is their status with regard to child support payments, employment and the ability to command family supporting wages within the marketplace. Given the diversity of the population and the spectrum of support needs that is likely to exist, AJCC staff will work individually with each non-custodial parent to determine supportive service needs. Staff is experienced in assessing needs at various levels and in surveying the community for resources. Foremost on the list of support services to be addressed are those corresponding to fundamental needs. While WIOA and other federally-funded programs that comprise the one-stop partners may be able to make support funds available on a one-time or short-term basis to meet these needs, AJCC staff works to develop linkages with local organizations to address these needs. AJCC and workforce system partner staff will also work with NCP customers to determine if there may be resources within their personal networks (e.g. family members, friends) that may be able to assist with fundamental support needs. Other “stabilizing” services may include counseling and health services, which can be obtained through referrals to a wide range of agencies, including Fresno County Department of Behavioral Services, the Department of Public Health, and the Fresno County Public Defender’s Office’s Clean Slate Program, along with private, non-profit and community resources such as WestCare Foundation and Turning Point of Central California. Support services that enable participation in training and a successful transition to employment generally include assistance with transportation, child care, work-related clothing, tools and similar services. Such services are available from WIOA, through other one-stop/AJCC partners (when NCPs are co-enrolled in these programs) and through various community agencies. AJCC staff works with all organizations to coordinate services to ensure the full range of customer support needs continue to be met throughout program participation and following job placement.

2. Comprehensive Services to Facilitate Labor Market Success and Career Advancement: As indicated above, AJCC staff and representatives of our workforce services partners (e.g. EDD, DOR, local education agencies) orient all prospective candidates to workforce, education and training services that are available to support their career goals. This is followed by assessment and service planning that not only ensure that suitable workforce services are identified, but that participants understand the actions required to advance on a career path that will pay family sustaining wages. These include gaining work experience in an occupation and, frequently, continuing education and training to secure credentials that businesses recognize and value. Staff will work with each NCP to establish employment goals. Based on the child support obligations of targeted NCPs, the partners recognize that they need to identify employment paying wages sufficient to meet these obligations and provide enough remaining income so that the NCP can support him/herself. Therefore, staff may recommend that NCPs consider employment options where an entry-level worker can earn relatively good wages after minimal training or while learning on the job. Among the regional priority industries offering such opportunities are construction, healthcare, manufacturing and transportation and logistics. Entry-level occupations in these industries include: carpenters, ironworkers, medical assistants, licensed vocational nurses, phlebotomists, psychiatric technicians, maintenance mechanics, welders, truck drivers, supply chain coordinators, and warehouse associates. Energy-related jobs such as solar installers also offer such opportunities, albeit in smaller numbers.

3. Impact of WIOA Eligibility Criteria on Serving the Target Population: Based on dialog with leadership and staff of Fresno County Department of Child Support Services and with other system partners that serve targeted NCPs (e.g. social services, probation and parole agencies), two features of WIOA eligibility criteria - selective service registration and documentation of right to work - may impact the ability of NCPs to participate in federally-funded workforce services. With regard to selective service, local boards can review circumstances and have the authority to “forgive” the non-compliance with registration requirements, allowing non-registrants to participate in WIOA. The state has published guidance on required collection of right to work documentation for various services under WIOA. While NCPs lacking documentation could use Basic Career Services at the center and be referred to non-federally-funded programs for assistance, the AJCC would be unable to provide such individuals WIOA Individualized Career Services.

4. Other Obstacles to Serving the Child Support Program Population: Local Child Support professionals and others that work with the NCP population have indicated that the main obstacle to providing workforce services to the Child Support Program population is individual NCPs themselves. According to representatives from Fresno County Department of Child Support Services, some NCPs referred to WIOA/AJCC services will be interested in the opportunity to prepare for jobs that can lead to family-supporting wages and in Child Support Services “incentives,” which are described below. Still, others are afraid to participate in government programs or will not initially be convinced that any “public program” to which Fresno County Department of Child Support Services is making

referrals would be beneficial. Key to making the partnership work will be the stakeholders' developing and promoting messages to NCPs that are benefits-focused and clearly demonstrates that workforce services offer a path to in-demand jobs, careers and good wages.

**5. Strategies to Motivate and Support Participation:** Fresno County Department of Child Support Services, like local child support agencies (LCSAs) throughout the state, acknowledges that its first priority is to ensure that the county's children are financially supported and well cared for. To this end, LCSAs have at their disposal a series of "enforcement tools," such as revocation of drivers' and professional licenses, attachment of wages, and imposing liens. Conversely, there are several "motivation tools" that Fresno County Department of Child Support Services is willing to utilize to encourage NCPs to take advantage of workforce programs and services. Among these are: restoration of licenses; revisiting support orders to ensure they reflect the current circumstances of the NCP; deferring or lessening the requirement for payment during the time in which NCPs are engaged in workforce services, training and job search; and, in specialized cases, forgiving a portion of past due payments.

The WDB, Child Support Services and other stakeholders all agree that the best tool to motivate and support NCPs' engagement with the workforce system is providing good and accurate information about child support obligations; payment options; labor market and employment opportunities; and services that can lead to well-paying jobs with career ladder potential. Again, under the current partnership, creating clear, positive messaging will be the partners' top priority.

**6. Opportunities for and Obstacles to Local Partnerships:** A major obstacle to co-case management and establishing local partnerships is the release of information and data sharing. Many agencies are bound to confidentiality and are unable to share information that may reduce redundancy in providing services. The FRWDB will continue to develop and/or reinforce effective partnerships across WIOA programs and other community based organizations (CBOs) to provide individuals the employment, education, and training services they need. In an effort to meet this goal, the FRWDB has been participating in a project to pilot data sharing software, CommunityPro. CommunityPro offers an integrated system-wide referral management and reporting system that allows each partner agency to keep and enhance its current data tracking systems, while allowing them to share data, track referrals, open spots in classes/workshops and available programs. By utilizing CommunityPro, FRWDB programs are able to refer to local partners/CBOs and effectively promote and develop a "no wrong door," seamless referral system to maximize resources and better align services.

## ***B. Plans for Building Successful Partnerships or Scaling up Existing Successful Partnerships***

**1. Strategies to Support Participant Retention in Training Programs:** FRWDB has been serving NCPs through its referral process with Fresno County Child Support Services for the last two years and both agencies are committed to maintaining communication on the services and outcomes of participants and supporting participants in achieving their employment and wage goals. Providing supportive services and leveraging "incentive tools" from Child Support Services will be key strategies to encourage participants' retention in training and services. As we do with other job seekers, AJCC staff and partners will assist NCPs in devising long-range career plans, which may include multi-year, multi-step processes to gain work experience and develop high-demand technical skills. The planning process will provide a "road map" for participants to progress along a career path on which experience and attainment of skills and credentials will increase their earning power.

**2. Existing, New, and Prospective Workforce and Training Partnerships:** FRWDB and Fresno County Department of Child Support Services have an existing referral process that has been instrumental in serving court ordered NCPs that are in contempt due to unpaid child support payments. The FRWDB will work with Fresno County Child Support Services to develop an additional referral process for NCPs that are not mandated to participate in WIOA services. Child Support staff will distribute marketing materials provided by the AJCC to encourage these individuals to seek out WIOA services. A jobseeker that is interested in WIOA Individualized Career Services will arrive to the AJCC with the referral form and staff at the AJCC will assist him/her in becoming enrolled, if eligible, or refer them to suitable partner agencies.

**3. Braiding Resources and Coordinating Service Delivery:** Through its existing relationship with the FRWDB, Child Support Services will be connected to the entire workforce system, including the WIOA-mandated one-stop partners and a host of local government programs, community agencies, and faith-based organizations that are stakeholders in and contributors to workforce service delivery. AJCC staff will function as the principal case managers for NCPs enrolled in workforce programs, but will make referrals and promote co-enrollments, as appropriate and necessary, to training and service partners, thereby accessing additional resources.

4. Coordination with Community-Based Organizations to Serve the Target Population: Given the diverse nature of the target population and the fact that NCPs, generally, do not identify themselves as such, local CBOs are often not aware of the number of individuals from the target population that they are serving. This is true of the WDB itself, as AJCC staff is often unaware that a participant has an order for payment of child support. Staff indicates that an issue signaling payment delinquency is a participant having a suspended driver's license. Under the partnership between Child Support and the FRWDB, NCPs will have access to a wide range of public and private programs that collaborate on a regular basis with the AJCC and the workforce system. These linkages will allow NCPs to access services and support resources that not only enable their participation in training, but make supporting themselves possible on entry-level wages, while making child support payments.

5. Referral Processes and Systems: The Fresno County partners have developed two referral processes: one for court ordered NCPs and a second process for voluntary referrals. Fresno County Department of Child Support Services provides a referral form to participants to access Basic Career Services through the AJCCs.

For court ordered referrals, the NCP will call the Point of Contact (POC) at a preferred Workforce Connection office (our AJCCs) to schedule an initial visit. The participant arrives to a scheduled appointment and provides the POC with the referral form, completes the Universal Release Form and receives a tour of the resource room. The jobseeker attends orientation, and, if interested in receiving WIOA services, staff assists the NCP in completing the WIOA eligibility and enrollment process. Once enrolled, jobseekers participate in a variety of WIOA services and a report will be generated to show the status of activities. A letter stating participation in services is provided to the jobseeker upon request. For voluntary NCPs, the Child Support Services staff will also provide marketing materials and information on services offered by the AJCC and the system partners.

***C. Working with the Local Child Support Agency to Identify Incentives to Increase the Success of Non-Custodial Parents Sustained Participation in Local Workforce Programs***

Tools and incentives to promote participation and retention are those described under item A.5, above.

**III. PARTNERSHIPS AND ENGAGEMENT TO SUPPORT GREATER OPPORTUNITIES FOR COMPETITIVE INTEGRATED EMPLOYMENT**

During the course of reviewing and modifying our 2017-2021 Local Plan and as a result of our community and stakeholder engagement process, FRWDB and partners within the local workforce system have developed a clear understanding of the goals set at the state level by the State Department of Rehabilitation (DOR), the Department of Developmental Services (DDS) and the State Department of Education (DOE) in connection with their agreement to increase competitive integrated employment (CIE) opportunities for individuals with intellectual or developmental disabilities. We became familiar with the CIE Blueprint and with the guidance the state agencies have provided to their local counterparts with regard to the development of Local Partnership Agreements (LPAs) to support the expanded use of CIE throughout California.

On October 18, 2018, the FRWDB convened stakeholders from the disability services community in a forum focused on use of CIE. Among those invited were representatives of the local agencies that represent the state CIE partners: the DOR District Office; the regional center serving Fresno County; and local education agencies. Those participating in the forum learned that, while the presumed LPA partners have agreed to meet and work toward the development of an LPA, as of the publication of this Plan Modification, the LPA has not been finalized. The LPA partners have not communicated to the workforce system their preferences on how we should work to support the LPA's goals on CIE expansion. Therefore, this section of the Modification simply expresses the FRWDB's and the workforce system partners' willingness to support the LPA partners' approach and efforts once they are determined; describes the FRWDB's significant experience and capabilities in serving individuals with disabilities; and suggests various ways in which the workforce system could support DOR in its employer engagement efforts in furtherance of the CIE goals. For additional information on the LPA partners and anticipated plans to increase the availability of CIE in Fresno County, please refer to descriptions provided in Attachment C.

***A. AJCC Staff Knowledge and Training Needs about Serving Individuals with Intellectual or Developmental Disabilities and about Programs and Resources Available for the Target Population***: Both FRWDB/AJCC staff and managers and staff representing the system partners have expressed interest in training from the LPA partners about the workforce-related needs and barriers of individuals with intellectual disabilities (ID) and developmental disabilities (DD), as the workforce system, overall, has limited experience working with this target group. FRWDB,

however, already works closely with DOR in many ways. In addition to having the agency's staff co-located within the AJCC, center staff works closely with DOR to assess customers' needs and determine circumstances when individuals with disabilities would benefit from co-enrollment in WIOA and DOR programs. The "Ticket to Work" program is co-located in the Fresno Comprehensive AJCC. Training in which FRWDB, AJCC and partner staff has participated include DOR's "Serving Customers with Disabilities," TTY, and a course on "Mental Health First Aid," provided by the Department of Behavioral Health. The FRWDB is currently working with partners to provide additional training in disability sensitivity and awareness training for AJCC staff. In addition to acknowledging the need for CIE-specific training, the partners have identified a number of topics in which training is desired. These include: disability awareness; working with customers with mental health issues; understanding dual diagnosis; reducing stigma; and understanding trauma. State guidance on the CIE initiative indicates that DOR and State Board leadership will ensure that training is available for AJCC staff and that the DOR District Office will assign a point of contact to support the workforce system's CIE activities. FRWDB will work with state and local CIE partners to secure training for AJCC frontline staff and system stakeholders.

***B. Planned Coordination with DOR Point of Contact Regarding Services and Resources for the Target Population Who Are Vocational Rehabilitation Consumers:*** FRWDB has not yet been assigned a DOR point of contact for the CIE expansion initiative. We anticipate that this will occur following the completion of the LPA. We intend to work closely with our DOR-assigned contact to engage with contractors that serve the target population and to coordinate our services with the LPA partners.

***C. DOR Collaboration in Outreach to Employers and Partners to Support Opportunities for Individuals with Intellectual or Developmental Disabilities to achieve Competitive Integrated Employment:*** As indicated above, FRWDB and AJCC staff currently collaborates with DOR to serve participants with disabilities. Supporting DOR's business outreach efforts to expand the use of CIE would be a natural extension of our current, productive working relationship. While DOR has not communicated its goals or its approach to increasing CIE opportunities through the LPA, we envision being able to support DOR's efforts in several ways. We are prepared to work with DOR representatives to develop messaging about CIE opportunities that focuses on the assets that individuals from the target group bring to the work place. Currently, there is no significant coordination of business outreach between DOR, FRWDB Business Services Staff and AJCC staff. However, the FRWDB will work with DOR's Business Specialist to develop an outreach plan and identify companies that are capable of implementing work experience and training activities under "earn and learn" models. In addition, the FRWDB will harness talent from across the local workforce system to support CIE efforts.

#### **IV. COLLABORATIVE STRATEGIES TO STRENGTHEN SERVICES FOR ENGLISH LANGUAGE LEARNERS, FOREIGN BORN INDIVIDUALS AND REFUGEES**

The needs of immigrants, refugees and individuals in the process of developing English fluency are of paramount importance to the social and economic well-being of Fresno County. Of the approximately 930,450 people who call the county home, over 50 percent are Hispanic or Latino and one in every five individuals is foreign-born. The FRWDB is committed to working across disciplines with stakeholders from education, economic development, social services and workforce development to ensure that immigrant job seekers and their families have access to a broad range of services that will reduce barriers they encounter in the labor market and to training and other services that prepare them for opportunities in high-growth/high-demand occupations in local and regional priority sectors.

A key element of our approach to effectively serving and meeting the unique needs of English language learners and immigrants from wide ranging backgrounds and circumstances is regular communication with organizations that serve them and businesses that employ them or seek to hire them. This on-going dialog among stakeholders is reflected in the following descriptions of strategies, partnerships and priorities in serving this target population. As described below, the implementation of a state-funded English Language Learner (ELL) Workforce Navigator Pilot Project has enabled us to transform this dialog into effective plans of action on behalf of immigrants and their families living throughout the county. For background information on the target group and an assessment of need, please refer to descriptions provided in Attachment E.

***A. Sharing Resources and Coordinating Services for the Target Population:*** The narrative that follows describes the various ways that stakeholders in Fresno County work in collaboration and partnership to address the workforce

needs of immigrants, refugees and English language learners. FRWDB plays a central role in coordinating agencies, programs and resources.

**B. Increasing Access to Sector Pathway Programs:** The Local Plan developed by FRWDB in 2017 outlines steps that were being taken at that time to ensure access to various education and workforce services for English language learners. FRWDB's efforts to braid resources and coordinate service delivery for English learners, the foreign born and refugees, includes but not limited to the following:

- Participating in local partner meetings to share information, foster collaboration, and encourage co-enrollment;
- Aligning adult basic education measures of basic skills proficiency with the State Center Adult Education Consortium (SCAEC) to share resources and avoid duplicating services;
- Utilizing the Workforce Navigator model to effectively support and facilitate workforce success;
- Providing on-going, targeted outreach to CBOs to develop new partnerships and strengthen current ones;
- Modifying AJCC MOUs to include commitments to serve target populations through co-enrollment strategies; and
- Making workforce processes more accessible, with “no wrong door” for English language learners’ to access services.

While assisting English language learners in improving their fluency and attaining academic credentials is fundamental to increasing their prospects for well-paid jobs, for most in this target group, the need to earn a family-supporting income is critical. Fresno County workforce system partners (including the AJCC, EDD, education providers and CBOs) recognize that this target group needs long-term interventions that will include on-ramps and off-ramps from education to better jobs and careers. Workforce system partners are successful in assisting job seekers in finding entry-level employment in priority sector careers. Industries where immigrants and those learning English are experiencing the most success include construction, manufacturing, healthcare and transportation/logistics, all of which offer a path to good wages with minimal time spent in formal training. Examples of occupations in these industries include: construction laborers, welders, machine operators, home health aides, custodians, and truck drivers. As described in Section V of this Plan Modification, educational partners are developing and offering more courses in demand sectors and the system’s use of work-based models provides “earn and learn” opportunities that are welcomed by customers.

**C. Ensuring the Availability of Support Services:** In partnership with the Madera County WDB, the FRWDB implemented the ELL Navigator Pilot, providing referrals to ELL and immigrant populations for services such as immigration assistance, increased access to community resources and community based organizations. In addition, the pilot provided funding for ESL classes, GED classes, vocational training, such as truck driving, and transitional jobs in occupations such as office clerks and outreach coordinators. Furthermore, the program also provided translation and evaluation of foreign degrees to assist individuals in obtaining employment or entering higher education. Eligible individuals were also referred to the AJCC for WIOA employment and training services. The pilot ended in December 2018. However, utilizing lessons learned from the pilot, the FRWDB has created a permanent Workforce Services Navigator position. The Navigator evaluates each participant’s need for services to support their participation in training and job search and their success on the job. The target population is diverse, ranging from refugees who completed college in their home countries, to immigrants with low literacy in their native languages. And, while economic circumstances may vary, the vast majority of individuals in the target group are low income and they generally have limited skills with which to compete in the labor market. Because of limited resources and the frequent need to participate in multiple activities and services, access to various forms of support can be critical. In addition to utilizing a portion of WIOA Title I allocation to provide support, AJCC staff works closely with partners to secure services for participants. Braiding resources has created stronger collaboration and infrastructure to support dual enrollment, which enhances access to not only technical education and industry-focused career pathways tailored to the needs of English language learners, but also to assist participants in identifying and overcoming obstacles. These include, but are not limited to, housing vouchers, energy assistance, emergency food and food pantries, and transportation assistance. Other forms of support (e.g. legal, immigration and translation) may be provided by various organizations with which FRWDB and the AJCC collaborate, such as: Centro La Familia, the San Joaquin College of Law-New American Legal Clinic, Fresno Unified DREAM Resource Center, and the Mexican Consulate. Many of the one-stop partners programs (e.g. Rehabilitation Act, Title V of the Older Americans Act) also offer a range of supportive services to individuals enrolled in their programs. For those who qualify and need services

from those programs, referrals resulting in co-enrollment may be made. Partners with which enrollment is common include: DOR for vocational rehabilitation, job training, and placement services; Ticket to Work for career counseling, vocational rehabilitation, job placement, and training; and the current Title V providers, the National Council on Aging and Senior Service America, Inc., for job search assistance and work experience opportunities.

**D. Promoting Retention in Training, on the Job and in Career Path Progression:** As suggested above, the keys to promoting the progression of ELL and immigrant job seekers into self-sustaining and family-supporting careers are: career information; career planning; and the availability of flexible and modular services offering a variety of on- and off-ramps. Collaborating across organizations and disciplines, the workforce system partners and allied stakeholders all recognize the need to balance the immediate income requirements of the target groups with their need to build language and technical skills that will qualify them for well-paid jobs. Developing this balance starts by making available comprehensive information about the labor market and careers in the region. Using this information, stakeholders assist customers in devising long-range career plans, which may include multi-year, multi-step processes to gain work experience and develop technical skills. The more flexible and diverse services are, the greater the likelihood that participants will remain engaged or periodically re-engage over the long-term. Community-based and education partners offer strategic resources for such engagement. The availability of training and services during the evening, on weekends, during agricultural “slow-down” periods and at remote locations all contribute to customers taking advantage of services over time. Through convening of stakeholders by the Workforce Services Navigator, the AJCC partnership, the adult education consortium and other providers are continuing to strategize and innovate on best practices as described in subsection G, below.

**E. Coordination and Alignment with Other Plans and Planning Partners:** The local workforce services plan most closely aligned to the mission and objectives of the FRWDB and the local workforce system is the Annual Plan of the State Center Adult Education Consortium (SCAEC), which serves Fresno and Madera counties and border communities in Kings and Tulare counties. The current SCAEC Plan’s Executive Summary indicates “*We improved collaboration with local Workforce Boards by working closely on the ELL Navigator Pilot. Our primary goals for this year will be to increase adult basic education availability, especially in rural areas, expand courses for immigrants, concentrating on ESL and Citizenship classes.*” The following information is also excerpted from the Consortium’s 2018-2019 Annual Plan.

<b>Regional Need #1</b>	
<i>Gaps in Service/ Regional Needs</i>	<i>Need to offer more short term CTE courses, as recommended by employers and LMI data.</i>
<i>How do you know? What resources did you use to identify these gaps?</i>	<i>Basing their decisions on LMI data, we have heard requests for specific, short-term CTE courses from Local Workforce Development Boards, employers, advisory committee members, and industry - education partnership groups, such as the San Joaquin Valley Manufacturing Alliance. Often our adult schools do not have the curriculum, nor the instructors, to provide needed CTE classes.</i>
<i>How will you measure effectiveness/progress towards meeting this need?</i>	<i>We will measure effectiveness by collecting data on enrollment, attendance, program completion rates, the number of students employed or advanced, and students transitioning into community college.</i>
<b>Regional Need #3</b>	
<i>Gaps in Service/ Regional Needs</i>	<i>Need to expand courses for immigrants, including VESL, ESL and Citizenship classes.</i>
<i>How do you know? What resources did you use to identify these gaps?</i>	<i>This gap was identified by the region in its original analysis of gaps. According to the data and statistics gathered from the Census and Regional Fact Sheet, there is a high immigrant population and a limited number of noncredit, introductory ESL classes.</i>
<i>How will you measure effectiveness/progress towards meeting this need?</i>	<i>Monitor the increase in ESL course offerings, as well as, track students' level advancement, retention, and completion rates.</i>

As suggested by the foregoing excerpts, FRWDB and the Consortium agencies work together to address the needs of immigrants, refugees and those learning English.

**F. Coordination with the National Farmworker Jobs Program:** FRWDB's 4-Year Local Plan currently describes various ways in which the FRWDB, AJCC staff, and system partners collaborate with Proteus, Inc., which is the WIOA 167 Migrant and Seasonal Farmworker (MSFW) Program grantee for Fresno County. Under the current WIOA partner MOU, MSFW staff is co-located in the Selma AJCC affiliate site and works closely with AJCC staff to provide referrals and co-enrollment opportunities between the two programs. Proteus' leadership and staff are connected to the local workforce system not only as the MSFW provider, but also as a WIOA service provider for Dislocated Workers, Adult and Youth programs for the last 18 years. Proteus manages affiliate AJCC sites in Selma and Reedley, providing basic career services, individualized career services and training services. With the Proteus MSFW and AJCC staff working together to serve and co-case manage participants, they are able to ensure that eligible MSFW participants and eligible WIOA participants have access to the full array of services provided by both programs. Proteus staff regularly participates in AJCC provider and partner meetings, staff development and cross-training events.

**G. Recognizing and Replicating Best Practices:** While strong, effective practices for collaboration and service delivery exist throughout the county and among many providers, the best example of collaboration and alignment of services to support the needs of English learners and immigrant customers is the ELL Workforce Navigator Pilot Project. The project has resulted in the expansion of coordination among the AJCC, local CBOs SCAEC, the community college district and many other organizations to recruit, serve, train and place individuals from this target group. Based on partnerships and strategies developed under the pilot, the FRWDB's Workforce Services Navigator will continue to spearhead additional innovations, such as increasing the number of ELL customers that co-enroll into WIOA Title II programs, including ESL and HiSET; making available alternative methods of instruction, when Adult School is not in session (e.g. the community college's pronunciation course during the summer); and offering assistance to secure formal review and evaluation of foreign degrees, credentials and prior learning.

## **V. OTHER MODIFICATIONS TO FRWDB 2017-2021 LOCAL PLAN**

The current four-year Local Workforce Plan for Fresno County was developed to ensure compliance with WIOA requirements for preparation and publication of such plans by local boards and was structured in accordance with guidance outlined in State Workforce Services Directive WSD16-07. Submitted to the State Board in March 2017 as part of the SJVAC RPU's regional and local plan package, Fresno County's plan was later approved and signed by the County's Chief Elected Official and the WDB Chairman. In July 2017, the plan received the Governor's approval and will remain in effect, guiding local programs and service priorities, through June 2021. In conjunction with the biennial update and modification process, agency leadership has reviewed the current plan to determine both progress made on goals and where local priorities may have evolved or shifted. Outcomes of this review are highlighted below.

**A. Progress on Local Plan Goals:** Much of the FRWDBs Local Workforce Plan's content concentrates on program design, program operations and system alignment among partners and stakeholders. Consequently, our plan indicated a number of goals focused on these areas, including the following.

Sector Strategies: The FRWDB had a two part goal under the Sector Strategies model. The first goal was to expand the one-stop delivery system to include specialized sector-based orientations. This goal has been accomplished with the implementation of sector-based orientations for government, healthcare, manufacturing and trades provided at the comprehensive AJCC. These orientations are conducted by individuals that are experts in the various sectors. They provide information on wages, minimum hiring requirements, available training and the application process for these high demand sectors. The second goal set by FRWDB under the Sector Strategies model was to open sector one-stops for government, healthcare, manufacturing, and trades. In 2015, the FRWDB opened its first sector one-stop for the government sector. As indicated in the local plan, the FRWDB planned to open AJCCs for healthcare, manufacturing and trades. However, this phase of the goal has not been fully realized. While the initial plan to open additional sector one-stops has not been fully implemented, it is still a work in progress. The FRWDB has extended the timeframe to have the model fully implemented by 2021.

Work-Based Learning Opportunities: Under the current plan, our goal was to expand our Manufacturing Internship Program into additional sectors. This has been accomplished and, beginning in 2018, the FRWDB has added automotive and logistics to the sectors served by this model. FRWDB will continue to evaluate local demand occupations to build on this model. Another expansion in our work-based learning programs is the development of the transitional jobs model. Under this model, individuals are placed into work-based learning opportunities to assist in the development of skills and employment history. This model has been used in industries such as Wastewater Treatment, Construction Trades, and Green Energy.

Maximizing coordination with Wagner-Peyser: To align with State's goal to integrate Wagner-Peyser staff into the AJCCs, the FRWDB worked with the local EDD office to co-locate EDD staff at the Fresno Comprehensive AJCC. This goal was accomplished in July 2018, with relocation of all of the EDD staff from the Fresno Elm office to the Fresno Comprehensive AJCC, which is now a full-service EDD location.

**B. Local Workforce System Priorities:** The process of strategic planning and establishing goals for the workforce system is integral to the work of the FRWDB, its administrators and staff. With the implementation of WIOA in 2015 and the 2016 publication of State guidance on regional and local workforce plans, Fresno County has adopted planning strategies and approaches that are broader than in the past, focusing more intensively on supporting regional goals and collaboration with system partners. This approach also aligns our efforts more closely to the three core objectives of the State Plan: demand driven skills attainment, upward mobility and equity for individuals with barriers to employment, and system alignment. In examining the objectives of our current plan as part of the two-year update, we recognize that some Fresno County priorities have evolved or changed altogether over the last 24 months. While these shifts in priority do not fundamentally alter our goals, they do signal that a strengthened economy and changes in the pool of workers seeking employment bring new opportunities and challenges. Upon evaluation of the ELL pilot project, the FRWDB was able to identify areas of weakness in the current process flow and learned that there was a major need for a Workforce Services Navigator to ensure all participants have access to services tailored to meet their specific circumstances. Therefore, the FRWDB will be amending the current process flow to be more customer-centered and will be adding the position of Workforce Services Navigator to ensure special populations such as English language learners and foreign-born individuals (as well as justice-involved individuals, individuals with disabilities, NCPs, and individuals receiving CalFresh) do not get lost in the system. In addition, the FRWDB has been exploring ways to better serve all WIOA participants with a more customer-centered approach. In our experience working with individuals under WIA and WIOA, the most common reasons for participants' failing to complete the program are hurdles that arise due to family issues, such as: 1) lack of support and/or negative influences from family members, 2) parents dealing with school-related issues with children in the home and 3) family illness or need to care for elderly family members. In an effort to address these issues, the FRWDB submitted an application and was selected to participate in the Family-Centered Employment Community of Practice pilot project. Through this pilot, the FRWDB will be able to identify best practices in designing and implementing family-centered employment strategies to expand the Workforce Board's ability to successfully serve participants.

**SUPPLEMENTAL NARRATIVE****STAKEHOLDER AND COMMUNITY OUTREACH AND INVOLVEMENT IN THE TWO-YEAR REVIEW OF THE LOCAL PLAN**

The FRWDB initiated a process for the biennial review and modification of our local plan that involved not only management and staff of our agency, but a wide range of workforce system partners, local stakeholders and representatives of the communities that we serve. The content of the FRWDB's Local Plan Modification is substantially influenced by and representative of organizations and individuals committed to developing and maintaining a prepared and capable local workforce.

**1. Overall Strategy for Community Outreach and Stakeholder Engagement to Support Modification of the Local Plan**

The primary method of obtaining community and stakeholder input on the Local Plan Modification was to invite participation in a series of five public forums. Four of the forums were focused on the principal partnerships and populations to be addressed by the Plan Modification and the fifth was a general community forum, during which participants were asked to share ideas and recommendations on priorities that should shape workforce development service delivery in Fresno County.

At the opening of each forum, participants were informed of the session's objectives, which were:

- To give stakeholders and the community the opportunity to weigh in on the needs of the target group being discussed;
- To learn from service providers, stakeholders and customers about best practices in meeting service needs;
- To identify gaps in services; and
- To hear recommendations for improving the content, availability and quality of services for the target group under consideration.

**A. Approach to Conducting Population/Partnership-Specific Input Sessions:**

For each of the five (5) forums, an agenda was published so that invited stakeholders and members of the community were informed in advance of what, specifically, would be discussed. Each session was scheduled for approximately two hours. The forums addressed the following topics:

1. Collaborating with CalFresh Employment and Training Programs
2. Improving Services to Individuals with Disabilities through Competitive Integrated Employment
3. Improving Coordination and Collaboration among Stakeholders to Strengthen Services to English Language Learners, Foreign Born Individuals and Refugees

4. Strengthening Partnerships with Local Child Support Agencies to Serve Non-Custodial Parents
5. Community Forum on Local Workforce Planning

The general community forum was held after regular work hours to enable members of the community to participate.

***B. Use of an Experienced Facilitator to Guide and Support Discussion***

To promote neutrality and encourage open input during the forums, FRWDB engaged David Shinder to serve as facilitator for the initial forum and to train selected staff in techniques to train staff in techniques for facilitating the remaining forums. David is well qualified for both the facilitator and train-the-trainer functions as he has more than 35 years of experience in the field of workforce development and has facilitated hundreds of forums and planning sessions in his career. He is the principal author of the San Joaquin Valley and Adjacent Counties (SJVAC) 2017-2021 Regional Plan and has extensive past experience working in Fresno County and throughout the San Joaquin Valley.

***C. Capturing Community and Stakeholder Input:***

To promote contribution to the planning process by a wide range of organizations and points of view, FRWDB used several methods to inform stakeholders and the community about the forums. These included:

- Direct email to partners and a broad array of stakeholders, including organizations listed in the State Board's Directory of Planning Partners
- Posting of meeting notices in the AJCCs
- Posting of the agenda and meeting notices on the FRWDB's website
- Posting of meeting announcements on the State Board's website (following e-mail notification to designated State Board staff)

The forums were audio recorded and the recordings were used as the basis for developing summary notes for each forum. Meeting notes are attached as exhibits to this Plan Modification.

***D. Harnessing Intelligence From On-Going Stakeholder Engagement***

The forums held as part of the process to modify and update FRWDB's 2017-2021 Local Plan represent just a small part of the many ways in which the local board gathers stakeholder input on an on-going basis. Examples of other on-going stakeholder engagement activities include regular meetings between WDB/AJCC representatives and managers and staff of DOR, where a wide range of issues are discussed regarding services for customers with disabilities. Summaries of several of these meetings are attached as Exhibit A-1-a.

**E. *Strengthening Communities of Support around Key Populations and Partnerships***

The forums held as part of the process to update and modify the Local Plan produced the ancillary benefit of fostering communities of practice and support around priority populations and issues. While the WDB is diligent in bringing together the one-stop partners on a monthly basis to discuss a wide range of issues pertaining to the delivery of services to job seekers and businesses in Fresno County, the forums have served to foster and/or strengthen partnerships on specific issues. Dialogs are taking place among many stakeholder on strategies to best serve English language learners, partnerships to promote the expansion of competitive integrated employment for individuals with intellectual and developmental disabilities, and process to increase the referrals of NCPs to workforce programs to bolster their earning power and ability to support their children. The WDB anticipates using community forums in the future as a means to capture the interest of the community and engage stakeholders in issues-specific conversations.

**2. *Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on FRWDB's New Partnership with CalFresh***

A community and stakeholder forum on the CalFresh Employment and Training Program was held at the Fresno Comprehensive AJCC on October 24, 2018 from 2:30 p.m. until 4:30 p.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- Are CalFresh Employment and Training programs currently available in the local area? If so, what services are provided and which are the organizations providing them?
- What types of workforce services are needed to help people receiving CalFresh succeed in the local labor market?
- What barriers to employment are faced by CalFresh recipients and what resources are available to help assist them to overcome those barriers?
- What partnerships currently exist or could be developed among the local workforce system, the county agency that manages CalFresh, and other organizations that provide or could provide services to CalFresh recipients? How do the partners work with one another and how do they share information?
- Are CalFresh recipients being referred to programs that prepare them for high demand jobs in the region's priority sectors? What services or systems are in place that could help CalFresh recipients succeed in such programs and on the job?

**A. *Outreach Activities:*** On September 25, 2018, a notice regarding the forum was placed on the FRWDB website. A printed notice was posted at

the Fresno Comprehensive AJCC and all affiliate AJCC sites in Fresno County.

- B. *Efforts to Engage Required CalFresh Partners:*** On September 25, 2018, direct emails were sent to CalFresh stakeholders, including those on the State Directory.
- C. *Communication with the State Board regarding CalFresh Forum:*** On September 20, 2018, email notification about the forum was sent to the designated contact persons at the State Board.
- D. *Documentation of Efforts:*** Attached are the following items that document outreach and engagement efforts on this topic.
  - Exhibit A-1-b: Sample flyers and promotional Information
  - Exhibit A-1-c: Sample outreach-related email communication
  - Exhibit A-1-d; Documentation of notification on forum to State Board
  - Exhibit A-1-e: List of individuals and organizations invited to participate in forum
  - Exhibit A-2-a: List of individuals that participated in forum, included their contact information
  - Exhibit A-2-b: Sign-in sheet(s) for forum
  - Exhibit A-2-c: Exhibit A-2-g: Forum agenda
  - Exhibit A-2-d: Forum presentation (PowerPoint)
  - Exhibit A-2-e: Meeting notes summarizing the content of forum discussions

**3. Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on FRWDB's New Partnership with Fresno County Child Support Services**

A community and stakeholder forum on Partnership with Child Support to Serve Non-Custodial Parents was held at the Fresno Comprehensive AJCC on October 10, 2018 from 3:00 p.m. until 5:00 p.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- What barriers to employment are most common among targeted NCPs?
- What are NCPs' service needs (particularly with regard to job skills and employment) and what services are currently available?
- What organizations collaborate locally to promote skills development, employment and career advancement for targeted NCPs?
- Among the NCP service partners, (e.g. Child Support, Family Court, AJCCs, training providers and community-based organizations), what referral and information sharing systems are in place?

- What strategies and tools are used to motivate and incentivize NCPs' acting on referrals, participating in training/skills development and retention in employment?
- How can local organizations work better to ensure positive employment and career outcomes for NCPs?

**A. Outreach Activities:** On September 25, 2018, a notice regarding the forum was placed on the FRWDB website. A printed notice was posted at the Fresno Comprehensive AJCC and all affiliate AJCC sites in Fresno County.

**B. Efforts to Engage Required Child Support/Non-Custodial Parent Partners:** On September 25, 2018, direct emails were sent to Child Support Program/NCP stakeholders, including those on the State Directory.

**C. Communication with the State Board regarding Child Support/Non-Custodial Parent Forum:** On September 20, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

**D. Documentation of Efforts:** Attached are the following items that document outreach and engagement efforts on this topic.

- Exhibit A-1-b: Sample flyers and promotional Information
- Exhibit A-1-c: Sample outreach-related email communication
- Exhibit A-1-d: Documentation of notification on forum to State Board
- Exhibit A-1-e: List of individuals and organizations invited to participate in forum
- Exhibit A-3-a: List of individuals that participated in forum, included their contact information
- Exhibit A-3-b: Sign-in sheet(s) for forum
- Exhibit A-3-c: Forum agenda
- Exhibit A-3-d: Forum presentation (PowerPoint)
- Exhibit A-3-e: Meeting notes summarizing the content of forum discussions

#### **4. Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on FRWDB's New and Enhanced Partnerships with Competitive Integrated Employment Initiative Partners**

A community and stakeholder forum on Improving Services to Individuals with Disabilities was held at the Fresno Comprehensive AJCC on October 18, 2018 from 9:00 a.m. until 11:00 a.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- How are DOR and the workforce system (i.e. the local Board and the AJCCs) currently working together with local partners (such as regional centers, special education and Workability programs, among others) to support the employment goals of individuals with intellectual disabilities and developmental disabilities?
- Are efforts underway for the partners to collaborate on the use of CIE for job seekers with ID/DD?
- Have discussions begun on the development of a Local Partnership Agreement to create more CIE opportunities? If not, how can this be accelerated?
- Have workforce system staff received training in serving individuals with ID/DD and are they knowledgeable about programs and services available to assist this target group? What additional training and information is needed?
- How are DOR and the local workforce system working together to outreach to employers and partners to support individuals with ID/DD in achieving CIE? If efforts are not yet underway, what will be done?
- Have recruitment, referral and employer engagement strategies been defined? If not, what is planned?

**A. Outreach Activities:** On September 25, 2018, a notice regarding the forum was placed on the FRWDB website. A printed notice was posted at the Fresno Comprehensive AJCC and all affiliate AJCC sites in Fresno County.

**B. Efforts to Engage Competitive Integrated Employment Partners and Key Stakeholders:** On September 25, 2018, direct emails were sent to the CIE partners and disability services stakeholders, including those on the State Directory.

**C. Communication with the State Board regarding Competitive Integrated Employment Forum:** On September 20, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

**D. Documentation of Efforts:** Attached are the following items that document outreach and engagement efforts on this topic.

- Exhibit A-1-b: Sample flyers and promotional Information
- Exhibit A-1-c: Sample outreach-related email communication
- Exhibit A-1-d: Documentation of notification on forum to State Board
- Exhibit A-1-e: List of individuals and organizations invited to participate in forum
- Exhibit A-4-a: List of individuals that participated in forum, included their contact information
- Exhibit A-4-b: Sign-in sheet(s) for forum
- Exhibit A-4-c: Forum agenda
- Exhibit A-4-d: Forum presentation (PowerPoint)

- Exhibit A-4-e: Meeting notes summarizing the content of forum discussions

**5. Specific Efforts to Outreach to the Community and Engage Stakeholders in Discussions on FRWDB's New and Enhanced Partnerships with Organizations Serving English Language Learners, Foreign Born Individuals and Refugees**

A community and stakeholder forum on Improving Services for English Language Learners, Foreign Born Individuals and Refugees was held at the Fresno Comprehensive AJCC on October 3, 2018 from 10:00 a.m. until 12:00 p.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- What are the needs of individuals in this category?
- What are the principal barriers to employment faced by these individuals?
- What partnerships and collaborative efforts exist that enable local organizations to provide services to meet these needs?
- What outreach and recruitment strategies are effective in connecting individuals from these target groups to skills training and livable wages?
- What strategies are in place to provide these individuals with job skills and training that will enable them to progress into livable wage jobs and careers?
- Where do gaps in services exist for this target population and what can we do to bridge these gaps?

**A. Outreach Activities:** On September 25, 2018, a notice regarding the forum was placed on the FRWDB website. A printed notice was posted at the Fresno Comprehensive AJCC and all affiliate AJCC sites in Fresno County.

**B. Efforts to Engage Partners and Key Stakeholders in Improving Services to English Language Learners, Foreign Born Individuals and Refugees:** On September 25, 2018, direct emails were sent to ELL and immigrant stakeholders, including those on the State Directory.

**C. Communication with the State Board regarding Forum on English Language Learners, Foreign Born Individuals and Refugees:** On September 20, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

**D. Documentation of Efforts:** Attached are the following items that document outreach and engagement efforts on this topic.

- Exhibit A-1-b: Sample flyers and promotional Information
- Exhibit A-1-c: Sample outreach-related email communication
- Exhibit A-1-d: Documentation of notification on forum to State Board

- Exhibit A-1-e: List of individuals and organizations invited to participate in forum
- Exhibit A-5-a: List of individuals that participated in forum, included their contact information
- Exhibit A-5-b: Sign-in sheet(s) for forum
- Exhibit A-5-c: Forum agenda
- Exhibit A-5-d: Forum presentation (PowerPoint)
- Exhibit A-5-e: Meeting notes summarizing the content of forum discussions

**6. Efforts to Outreach to the Community and Engage Stakeholders in Discussions on FRWDB's Overall Approach to Workforce Programming and Planning through a General Community Forum**

A general community forum on Local Workforce Planning was held at the Fresno Comprehensive AJCC on November 1, 2018 from 5:30 p.m. to 7:00 p.m.

To promote dialog and secure feedback and recommendations from stakeholders and members of the community that participated in the forum, the following questions/talking points were presented for the group's consideration:

- What services and support do job seekers need to help prepare for and find work?
- What types of training are most needed in the area?
- Do people in the community have a good understanding of the programs and services that are available to assist them? If not, what is the best way to get the word out?
- Are there specific gaps between the services that are available and the services that people need? If so, how can we bridge those gaps?
- If you were writing the local workforce plan, what would your priorities be and why?

**A. Outreach Activities:** On September 25, 2018, a notice regarding the forum was placed on the FRWDB website. A printed notice was posted at the Fresno Comprehensive AJCC and all affiliate AJCC sites in Fresno County.

**B. Efforts to Engage Partners and Key Stakeholders in Providing Input on General Workforce System Planning:** On September 25, 2018, direct emails were sent to stakeholders, including those on the State Directory.

**C. Communication with the State Board regarding General Community Forum on Workforce System Planning:** On September 20, 2018, email notification about the forum was sent to the designated contact persons at the State Board.

**D. Documentation of Efforts:** Attached are the following items that document outreach and engagement efforts on this topic.

- Exhibit A-1-b: Sample flyers and promotional Information
- Exhibit A-1-c: Sample outreach-related email communication
- Exhibit A-1-d: Documentation of notification on forum to State Board
- Exhibit A-1-e: List of individuals and organizations invited to participate in forum
- Exhibit A-6-a: List of individuals that participated in forum, included their contact information
- Exhibit A-6-b: Sign-in sheet(s) for forum
- Exhibit A-6-c: Forum agenda
- Exhibit A-6-d: Forum presentation (PowerPoint
- Exhibit A-6-e: Meeting notes summarizing the content of forum discussions

## **7. Publication of Draft for Public Comment**

On February 1, 2019, the FRWDB opened a 30-day public comment period on the Local Plan Modification that concluded on March 2, 2019. The 30-day public comment period was run in tandem with the comment period for the Biennial Modification to the SJVAC RPU's Regional Plan.

**A. Notice on the Availability of the Draft Plan for Public Review and Comment:** On February 1, 2019, FRWDB placed a notice in the Fresno Bee and posted the notice to the WDBs website, informing the community of the 30-day public comment period and the availability of the plan electronically on the WDB's web site or in print at the FRWDB administrative office.

Email notices about the availability of the draft were also sent to all stakeholders invited to participate in the community forums. In addition, notification on the public comment process was emailed to the designated State Board contacts.

**B. Opportunities and Mechanisms for Public Comment:** To ensure that comments to the plan are captured accurately, the FRWDB requested that all comments be made in writing. Written comments could be submitted by email to [WIOAplan@workforce-connection.com](mailto:WIOAplan@workforce-connection.com) or in print by mail and hand delivery to the FRWDB Administrative Office, Attn: Blake Konczal, 2125 Kern Street, Suite 208, Fresno, CA 93721.

**C. Results of Public Comment:** At the conclusion of the public comment period, a total # comments were received. Based on these comments, the following adjustments were made to the draft Local Plan Modification:

- To be provided after the public comment period ends

Number comments expressed disagreement with the Local Plan Modification. These comments are incorporated into Attachment F.

**D. *Documentation of Efforts:*** The following items document the public comment process:

- Exhibit A-7-a: Copy of notice in the Fresno Bee
- Exhibit A-7-b: Sample Email Message to Stakeholders
- Exhibit A-7-c: List of Stakeholders to Whom Message Were Sent
- Exhibit A-7-d: Email Message Notifying State Board Contacts

## SUPPLEMENTAL NARRATIVE

## CALFRESH PARTICIPANTS – BACKGROUND AND ASESSSMENT OF NEED

The information below supplements content provided in Section II of the principal narrative.

1. **Overview of the Size and Characteristics of the Total CalFresh Recipient Population:** According to the Fresno County Department of Social Services (DSS) there are 80,259 non-assistance CalFresh cases in Fresno County and 11,025 Assistance CalFresh cases. Characteristics of the population include the following:

Characteristic	Percentage of the Total Population	Percentage of the CalFresh Population
CalFresh Children (under age 18)	42.5%	50.4%
CalFresh Elderly Population (age 60+)	5.2%	4.1%
CalFresh ESL population	49.5%	21.8%

2. **Overview of the Size and Characteristics of CalFresh E&T Participants:** According to the Fresno County Department of Social Services, there are there are 560 individuals receiving CFET services. Fresno County is considered a work surplus area and therefore participation in the E&T program is voluntary. Currently, the target population includes Non-Assistance CalFresh families in Southeast and Central Southwest Fresno.
3. **Types of Workforce Services Needed by the Target Population:** Many of the Fresno County residents receiving CalFresh services also face barriers and skill deficits that make it difficult for them to find and keep meaningful employment. Partners and stakeholders have been able to specifically identify a number of barriers that Fresno County residents face. Partners mentioned a lengthy, yet comprehensive intake process during which they are able to assess barriers early-on and take steps to address them. The most common barrier identified is lack of reliable transportation and lack of childcare. Additionally, some clients have criminal backgrounds and cannot pass a background check required for employment. This barrier can be addressed through the County's Clean Slate program. There is also a small population of homeless participants being served by CalFresh. They receive help with housing or are directed to additional resources. Another common barrier is participants' not being technologically savvy and having difficulties completing forms online or using texting language (i.e. abbreviated language and slang) to fill out applications and write cover letters. Overall, while the barriers are many, there are services and partnerships available to assist Fresno County residents.

4. ***Employment Barriers Experienced by the Target Population and Resources Available to Address Barriers:*** The multi-generational history of poverty, as well as Fresno County's being one of the areas of highest concentrated poverty in the nation, indicates that virtually every type of employment barrier would be experienced by some portion of the CalFresh population. However, during the stakeholder engagement process, representatives from DSS, education, WDB/AJCC, CalFresh E&T and other stakeholder organizations and programs identified the following as significant barriers affecting the CalFresh population: lack reliable transportation; lack of reliable childcare; criminal backgrounds; and CalFresh benefits not being sufficient to sustain families. The organizations listed in the following responses provide the education, training and support services required to address and minimize or eradicate these barriers.

5. ***Collaboration among the WDB, the Fresno County DSS, and CalFresh E&T Providers:*** The partnership between the local board/AJCC and DSS is strong. The Social Services Department is a one-stop partner and an MOU has been executed between the two agencies. Referrals between the agencies occur on a regular basis and co-enrollments are not uncommon. The CFET program as it currently exists in Fresno County will no longer continue. The Fresno County Department of Social Services recently had a Request for Proposals focusing on a different population. Nonetheless, FRWDB will work to formalize its relationship with the new provider of CFET services, through the development of an MOU, with the goal of developing stronger CFET linkages.

Other organizations that collaborate with Social Services, the AJCC and the CFET program in Fresno County include: State Center Community College District, Central Valley Opportunity Center, Community Action Partnership, California Rural Legal Assistance, Goodwill, Salvation Army, Fresno Ministerial Association, and the local food bank.

6. ***Quality and Level of Intensity of Partner Services:*** As described throughout the principal narrative, the CalFresh population is extremely diverse and participants in the program are served by the broadest possible range of public, non-profit and faith-based agencies in Fresno County. Most organizations serving CalFresh individuals do not use CalFresh enrollment status as a basis for eligibility/participation and do not record this data. Some programs and providers do collect information regarding their participants' CalFresh status. For example, in PY 2017-2018, FRWDB served a total of 1,366 CalFresh participants in its WIOA Title I formula-funded programs.

As suggested in the preceding response, stakeholders believe that many effective services are available for individuals receiving CalFresh benefits. These include services not only from the CFET program, but those provided by the FRWDB, DSS, Fresno County's adult education and community college systems, other one-stop partners and community-based organizations.

7. ***Information Sharing among Partners:*** MOUs developed among the one-stop partners describe a referral process and provide for the sharing of service information between organizations assisting the same participant, when the

participant provides authorization. Such information may include results of skills assessments or other evaluation of training and workforce services needs. As with all public programs, confidentiality laws prevail with regard to sharing customer-identifying data. The FRWDB will utilize CommunityPro for referrals coming into and going out of the program, which will allow partners to share data and track referrals.

## SUPPLEMENTAL NARRATIVE

## UNEMPLOYED, UNDEREMPLOYED AND PAYMENT DELINQUENT NON-CUSTODIAL PARENTS – BACKGROUND AND ASSESSMENT OF NEED

The information below supplements content provided in Section II of the principal narrative.

1. ***Overview of the Size of the Child Support Program Population in Fresno County:*** Fresno County Department of Child Support Services representatives report that, as of January 2019, the agency's caseload is 47,976, of which 43,227 have established support orders. Other data and information about the target group includes:

Geographic areas of high concentration with the local area	65.5% Fresno City, 18.7% Fresno Rural, 5.7% Other CA County, 6.3% Other State, 3.8% No Current Address
Percentage of non-custodial parents that is unemployed	47.7%
Percentage of non-custodial parents that was formerly incarcerated	22.4%
Non-custodial parents' gender	85.5% male, 14.5% female
Non-custodial parents' race/ethnicity	45.5% Hispanic, 15.6% White, 12.8% Black, 4.6% Other, 21.4% Unknown

2. ***Types of Services Needed by the Targeted Population:*** As described in the principal narrative, those identified as unemployed, underemployed and payment delinquent NCPs have diverse backgrounds and circumstances. Therefore, the services they require would include those that are most needed by the full range of job seekers that utilize the workforce system's services. These include useful information provided by group orientations about WIOA and other workforce services and the benefits they offer; access to and support with labor market analysis and career exploration; development of service plans and career planning support; information on and referrals to training programs; assistance in accessing supportive services; individualized guidance and counseling; and job placement assistance. The relative importance of each service will vary from participant to participant, depending on an individual's background and circumstances.
3. ***Services Currently Being Provided and How the Workforce-Child Support Partnership Will Modify Types and Quantity of Services Provided:*** The FRWDB has an existing partnership with the Fresno County Department of Child Support Services in which NCPs that are in contempt of court due to unpaid child support payments are mandated to participate in WIOA services. For non-court-ordered NCPs, Fresno County Department of Child Support Services will provide NCPs with information on WIOA services.

4. ***Barriers Experienced by Child Support Program Participants and Resources to Address Barriers:*** As stated above, there is no specific set of barriers faced by targeted NCPs, as they come from diverse backgrounds and have a wide range of challenges. Each individual will be assessed as to his/her unique circumstances and as barriers are identified so too will resources to address them. For example, individuals with disabilities may be referred to DOR representatives for additional assessment and access to unique support services, such as assistive technology or help with other workplace accommodations. Individuals with basic skills deficits will be referred to education partners, and participants lacking work skills may be referred to classroom or work-based programs where they can acquire such skills.
5. ***Planned Information Sharing to Evaluate Need:*** Once participants sign a Universal Release Form, Child Support Services and WDB/AJCC representatives can exchange information about participant needs, services and outcomes, including employment resulting from participation.

## SUPPLEMENTAL NARRATIVE

**ENGAGEMENT WITH THE LOCAL  
COMPETITIVE INTEGRATED EMPLOYMENT PARTNERS**

The information below supplements content provided in Section III of the principal narrative.

**1. *Engagement with Local Partners to Increase Competitive Integrated Employment for Jobseekers with Intellectual or Developmental Disabilities:***

As described in the principal narrative, FRWDB has become familiar with state CIE goals and has convened partners from the disability services community to discuss how the workforce system can support the LPA partners in expanding CIE. Once the agreement is developed, FRWDB is prepared to contribute to the CIE initiative through provision of services to targeted job seekers and to businesses.

**2. *Competitive Integrated Employment Partners:*** The presumptive LPA partners are the following:

DOR District Office	San Joaquin Valley District
Regional Center	Central Valley Regional Center
Local Education Agencies	Fresno County Superintendent of Schools State Center Adult Education Consortium

FRWDB remains in regular contact with representatives of the LPA partners and we look forward to working with them, their subcontractors and other stakeholders in developing more CIE opportunities for individuals with ID and DD.

**3. *Planned Coordination with the CIE Local Planning Agreement Partners:*** As described throughout the principal narrative and in the preceding responses, FRWDB is fully committed to participating as a stakeholder in the efforts of the CIE LPA. We anticipate being actively involved in the following capacity: working with DOR, its service providers, the regional center and Workability programs to provide career services to job seekers with ID/DD; supporting DOR in using an assets-based approach to promoting CIE to local businesses; and working with DOR and other stakeholders to encourage businesses to take advantage of work-based learning strategies to initially integrate individuals with ID/DD into their workforce.

## SUPPLEMENTAL NARRATIVE

### ENGLISH LANGUAGE LEARNERS, FOREIGN BORN INDIVIDUALS AND REFUGEES – BACKGROUND AND ASESMENT OF NEED

The information below supplements content provided in Section IV of the principal narrative.

1. **Overview of Target Population Demographics:** The following workforce-related data for Fresno County's immigrant and ELL population is excerpted from current U.S. Census Bureau estimates.

County population (est.)	930,450
Race and Hispanic Origin	
White Alone percent	55.4%
Black or African American alone, percent	5.3%
American Indian and Alaska Native alone, percent	0.7%
Asian alone, percent	9.6%
Native Hawaiian and Other Pacific Islander alone, percent	0.2%
Two or More Races, percent	4.5%
Hispanic or Latino, percent	50.3%
Foreign born persons, percent (2013-2017)	21.5%
Language other than English spoken at home, percent of persons age 5 years + 2013-2017)	47.7%

Fresno County residents with Limited English Proficiency struggle with both low educational attainment and poverty. According to the 2015 U.S. Census Bureau American Community Survey, 33.3% of Fresno County residents 18 years or older speak a language other than English and of those individuals, 29.8% in Fresno County speak English less than “very well”. This limited English proficiency is compounded by the fact that over 25% of individuals age 25 and older in Fresno counties do not have a high school diploma or equivalent and between 32% and 36% of these individuals live in families with incomes below the poverty level. Additionally, individuals that are English Language Learners and that face substantial cultural barriers often encounter language and educational challenges that make it difficult to obtain and retain employment.

2. **Barriers to Employment and Specialized Needs of the Target Population:** In Fresno County lack of English proficiency is a significant barrier, but there are also cultural barriers affecting the target population. Among principal barriers to employment identified by system stakeholders, community-based organizations, and workforce staff are: limited English proficiency and low literacy skills; low cultural competency; lack of transportation or the inability to obtain a driver's license; lack of resume-writing and job interview skills; lack of computer literacy; limited knowledge of and access to benefits; immigration status issues; and previously experienced trauma, along with on-going depression and anxiety. Skilled immigrants and refugees with foreign education struggle to obtain

recognition of degrees or credentials and are unable to re-enter their profession unless they obtain a credential in the US or the state in which they wish to work. This causes professional immigrants to settle for jobs below their customary wage and skill levels.

3. ***Identified Gaps in Workforce System Services for the Target Population:*** One of the principal gaps in delivering workforce, education, training and related services in Fresno County is the delivery of services tailored to the needs of a large population of migrant and seasonal farm workers. According to Fresno County Farm Bureau, farm labor supports 20 percent of all jobs in Fresno County and 40 percent of Fresno county's residents live in rural areas where agricultural work is the main source of income for immigrant families. For ELL individuals working in other industries, transportation becomes a major factor affecting their employability. People tend to live where they have work, and most are unable to travel long distances to services during non-work hours. ELLs may have difficulty navigating public transit, and, for those living in the rural areas, there is only one bus per day going to and from their neighborhoods to the City of Fresno. Moreover, this population faces additional barriers due to immigration status and fear, and often lacks knowledge of available programs and services. The FRWDB addresses these gaps by bringing services to customers. Staff and resources are deployed on a scheduled and/or per request basis to remote locations, or through the use of web-based and distance learning modalities. While a lack of computer literacy among many in the target group can make the latter approach challenging, the availability of technology training and access to wireless devices is making this method of service delivery increasingly more feasible.
4. ***Outreach and Recruitment Strategies for the Target Population:*** Because the population of Fresno County includes such a large number of foreign born individuals and English language learners, outreach can be done in a variety of ways from mass media, such as Spanish language radio and TV, to one-on-one interactions, using methods that rely on making individual contact. The outreach plan includes, but not be limited to: providing presentations and making services available outside of regular business hours, including on nights and weekends; attending career and resource fairs; collaborating with AJCC partners and CBOs; working with stakeholders; posting on social media; and working with local businesses and employers who understand the needs of the target population to bring services to the job sites. The Workforce Services Navigator accompanies EDD's Migrant and Seasonal Farm Worker outreach representatives when meeting with farmworkers in the fields and at other work locations.
5. ***Coordination and Alignment among Partners in Serving the Target Population:*** FRWDB will continue to develop and/or reinforce effective partnerships across WIOA programs and other community-based organizations (CBOs) to provide individuals the employment, education, and training services they need. FRWDB refers customers to other CBOs/Partners that effectively promote a "no wrong door" approach to maximize resources and better align services. Partner meetings encourage innovation, use of promising practices, and collaboration. The wraparound services will be provided through referrals to

various community agencies including but not limited to the following: State Center Adult Education Consortium: the Central Valley Immigrant Integration Collaborative: Central California Legal Services: Proteus Inc.: Fresno County Behavioral Health: the Department of Social Services: Fresno Center for New Americans: and the Fresno Interdenominational Refugee Ministries. Using shared data systems will enhance information sharing and increase co-enrollments between partners, while insuring individuals are connected to all the available resources and services they need to succeed. As mentioned, the FRWDB will utilize CommunityPro for referrals coming into and going out of the program, which will allow partners to share data and track referrals.

## SUPPLEMENTAL NARRATIVE

## PUBLIC COMMENTS IN DISAGREEMENT WITH LOCAL PLAN

There were no comments received in response to the publication of a draft of the FRWDB's 2019 Local Plan Modification during a 30-day public comment period. There were no comments in disagreement with the draft plan.

1.	Commenter:	
	Date Received:	
	Method by Which Comment Communicated:	
	Comment:	
2.	Commenter:	
	Date Received:	
	Method by Which Comment Communicated:	
	Comment:	
3.	Commenter:	
	Date Received:	
	Method by Which Comment Communicated:	
	Comment:	

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**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD**

**Partner Meetings with Department of Rehabilitation**

FRWDB and AJCC staff has regular communication with DOR staff. In addition, on November 16, 2018, the FRWDB and DOR staff met to discuss the referral and co-enrollment process between both agencies. Staff discussed using CommunityPro, data sharing software that offers an integrated system-wide referral management and reporting system that allows each partner agency to keep and enhance its current data tracking systems, while allowing them to share data and track referrals. FRWDB and DOR staff also discussed increased DOR representation at the AJCC and has since added additional staff.

FRWDB has additional meetings scheduled with DOR staff to discuss expanding services at the AJCC. FRWDB staff will be attending the partner meetings for the development of the Local Partnership Agreements.



## Local Plan Stakeholder Convening Sessions

The Fresno Regional Workforce Development Board is updating its Local WIOA Plans. Your participation and input is critical to developing a plan that addresses the needs of our local community.

### ALL MEETINGS ARE OPEN TO THE PUBLIC

All public meetings will be held at the Manchester One-Stop Center  
3302 N. Blackstone Ave. Suite 209 - Fresno, CA  
Refreshments will be served.

Session Topic	Date	Time	RSVP
Improving Services to English Language Learners and Foreign Born Individuals	10/3/18	10:00 am to 12:00 pm	<a href="#">RSVP</a>
Partnership with Local Child Support Agencies to Serve Non-Custodial Parents	10/10/18	3:00 pm to 5:00 pm	<a href="#">RSVP</a>
Serving Persons with Disabilities Through Competitive Integrated Employment	10/18/18	9:00 am to 11:00 am	<a href="#">RSVP</a>
Collaborating with CalFresh Employment and Training Programs	10/24/18	2:30 pm to 4:30 pm	<a href="#">RSVP</a>
Community Forum on Local Workforce Planning	11/1/18	5:30 pm to 7:00 pm	<a href="#">RSVP</a>

A copy of the current local plan can be downloaded at our website at  
[www.frwddb.net](http://www.frwddb.net)

**Ka Xiong**

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**From:** Phyllis Stogbauer  
**Sent:** Tuesday, September 25, 2018 2:31 PM  
**To:** achavez@sercalifornia.org; amcbride@uwfm.org; amota@sjcl.edu; atovar@supportkind.org; cromero@centralcallegal.org; cvivian@consulmexfresno.net; Education & Leadership Foundation; Education and Leadership Foundation; eleazar.cviic@gmail.com; Fresno Center for New Americans; golson@sjcl.edu; irbarrera@csufresno.edu; joseleonbarraza@sefceda.org; jsantana@fresnobhc.org; jshore@chcfresno.org; keith@fresnometmin.org; ken@vcbfresno.org; kenvingt@dor.ca.gov; kparmo@consulmex.net; L.Gutierrez@FCDICONNECT.org; lindal@proteusinc.org; lucky@firminc.org; Luisa@centralcallegal.org; mariam@proteusinc.org; marketing@sefceda.org; mgonzalez@centrolafamilia.org; migrantsss@fresnocitycollege.edu; njanzen@ricv.org; nvue@readingandbeyond.org; ogomez@co.fresno.ca.us; pyang@fresnocenter.org; rguimont@epuchildren.org; rmagqueda@readingandbeyond.org; sally.potter@fresnocitycollege.edu; San Joaquin College of Law/New American Legal Clinic; sbosse@co.fresno.ca.us; sceledon@fresnobhc.org; shannon.morrison@fresnolibrary.org; soakley@co.fresno.ca.us; sross@tpocc.org; vianey.gomez@centrobinacional.org; yolivares@fresnobh.org; yrandles@wfresnofrc.org; zachd@firminc.org  
**Subject:** Fresno Regional Workforce Development Board Local Plan Stakeholder Convening Sessions  
**Attachments:** FRWDB Local Plan Public Meetings Flyer.pdf

The Fresno Regional Workforce Development Board (FRWDB) is updating its Local WIOA Plan. Your participation and input is critical to developing a plan that addresses the needs of our local community. To facilitate this process, the FRWDB has scheduled a series of public convenings to get input from community members, partner agencies and local community based organizations.

A flyer is attached with the dates, times and location for all of the scheduled meetings. Please RSVP to all convenings that you are interested in attending. We are looking forward to hearing from you.

Regards,

*Phyllis Stogbauer*

Deputy Director of Program Services  
Fresno Regional Workforce Development Board  
559-490-7168

**Ka Xiong**

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**From:** Phyllis Stogbauer  
**Sent:** Wednesday, September 26, 2018 5:28 PM  
**To:** abby.melissa@jobcorps.org; aholland@dor.ca.gov; bchamber@dor.ca.gov; Becky Barabe; danielle.beckett@edd.ca.gov; danr@proteusinc.org; davidcastillo2@whccd.edu; janet.barbeiro@scccd.edu; jeff.davis@fresnoeoc.org; jerome.countee@scccd.edu; ken.elvington@dor.ca.gov; lauralopez@co.fresno.ca.us; linda.solis@ncoa.org; lorendas@cimcinc.com; mae@proteusinc.org; mcasada@dor.ca.gov; rozanne.hernandez@scccd.edu; shelly.tarver@edd.ca.gov; sherri.watkins@statecenter.com; stunkel.katie@jobcorps.org; sylvia.garibay@edd.ca.gov; Thao, Jua (Julie); wendy.lomeli@edd.ca.gov  
**Subject:** Fresno Regional Workforce Development Board Local Plan Stakeholder Convening Sessions  
**Attachments:** FRWDB Local Plan Public Meetings Flyer.pdf

The Fresno Regional Workforce Development Board (FRWDB) is updating its Local WIOA Plan. Your participation and input is critical to developing a plan that addresses the needs of our local community. To facilitate this process, the FRWDB has scheduled a series of public convenings to get input from community members, partner agencies and local community based organizations.

A flyer is attached with the dates, times and location for all of the scheduled meetings. Please RSVP to all convenings that you are interested in attending. We are looking forward to hearing from you.

Regards,

*Phyllis Stogbauer*

Deputy Director of Program Services  
Fresno Regional Workforce Development Board  
559-490-7168

**Ka Xiong**

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**From:** Jennifer Axtell  
**Sent:** Tuesday, September 25, 2018 2:34 PM  
**To:** Jennifer Axtell  
**Subject:** FRWDB Local Plan Public Meetings



## ***Local Plan Stakeholder Convening Sessions***

***The Fresno Regional Workforce Development Board is updating its Local WIOA Plans. Your participation and input is critical to developing a plan that addresses the needs of our local community.***

## ***ALL MEETINGS ARE OPEN TO THE PUBLIC***

***All public meetings will be held at the Manchester One-Stop Center  
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Refreshments will be served.***

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Serving Persons with Disabilities Through Competitive Integrated Employment	10/18/18	9:00 am to 11:00 am	<a href="#">RSVP</a>

*Exhibit A-1-c Sample outreach-related email communication*

Collaborating with CalFresh Employment and Training Programs	10/24/18	2:30 pm to 4:30 pm	<a href="#">RSVP</a>
Community Forum on Local Workforce Planning	11/1/18	5:30 pm to 7:00 pm	<a href="#">RSVP</a>

A copy of the current local plan can be downloaded at our website:

[www.frwdb.net](http://www.frwdb.net)

**Equal opportunity employer/program. Auxiliary aids and services are available upon request to people with disabilities and/or limited English.**

Fresno Regional Workforce Development Board,  
7475 N. Palm Avenue, Suite 105, Fresno, CA 93711

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**From:** Phyllis Stogbauer  
**Sent:** Thursday, September 20, 2018 3:54 PM  
**To:** 'Bethany.Renfree@cwdb.ca.gov'; 'Michael.Dowdy@cwdb.ca.gov';  
'Rafael.Aguilera@cwdb.ca.gov'  
**Subject:** FRWDB Local Planning Meeting Schedule  
**Attachments:** FRWDB Local Plan Public Meetings Flyer.pdf

Good afternoon,

As requested in the Regional & Local Plans Modification state directive, I have attached the Fresno Regional Workforce Development Board's local planning meeting schedules and location. Please contact me if you have any questions or need additional information.

Regards,

*Phyllis Stogbauer*

Deputy Director of Program Services  
Fresno Regional Workforce Development Board  
559-490-7168

*Exhibit A-1-e List of individuals and organizations invited to participate in forum*

**Fresno Regional Workforce Development Board**

**Assessment of Regional Progress – Regional Forum Mailing List**

David Castillo – West Hills Community College Adult Ed Consortium

Sherri Watkins - State Center Community College Adult Ed Consortium

K. Lilles - Catholic Charities

P. Yang - Fresno Center for New Americans

Patrick Turner - Fresno Economic Opportunities

Felipe Gaona - Fresno County Dept. of Human Services

Lopez, Laura - Fresno County Dept. of Human Services

Rangel, Jessica - Fresno County Dept. of Human Services

Luis Santanna – Reading and Beyond

Julie Thao - Fresno County Dept. of Human Services

Sandra Celedon - Fresno Building Healthy Communities

April Henry - Highway City Thrift

Keith Bergthold - Fresno Metro Ministry

Michelle Pannett - Reading and Beyond

Nakia Vue - Reading and Beyond

Pete Weber – Fresno Bridge Academy

Rebecca Salgado – Reading and Beyond

Jose Barraza - Southeast Fresno Community EDA

Yolanda Randles - West Fresno Family Resource Center

Yami Rodriguez - Youth Leadership Institute

Kari Gibert - Fresno County Dept of Child Support Services

E. Diaz - Fresno County Public Defender's Office

Crystal Johnson - Fresno County Public Defender's Office

Raed Nijmeddin – County of Fresno Department of Child Support Services

A. Chavez – SER – Jobs for Progress Inc.

*Exhibit A-1-e List of individuals and organizations invited to participate in forum*

Ashley McBride – United Way Fresno

Aracely Mota – San Joaquin College of Law – New American Legal Clinic

Alejandra Tovar - KIND Kids in Need of Defense

Carmen Romero - Central California Legal Services

Clarissa Vivian – Mexican Consulate

Raul Moreno - Education & Leadership Foundation

X. Vazquez - Education and Leadership Foundation

Eleazar Valdez – Dream Resource Center

Ghia Xiong - Fresno Center for New Americans

G. Olson – San Joaquin College of Law – New Americans Legal Clinic;

Iran Barrera – California State University - Fresno

Jazmin Santana – Fresno Building Healthy Communities

John Shore – Community Housing Council

Ken Warkentin – Valley Center for the Blind

Ken Elvington – Department of Rehabilitation

Karla Paola Paramo – Consulado de Mexico;

Lydia Gutierrez – Fresno Career Development Institute Inc.

Linda Lopez – Proteus Inc.

Lucky Siphongsay – FIRM

Zachary Darrah - FIRM

Luisa Medina – Central California Legal Services, Inc.

Maria Macedo - Proteus Inc.

Mario Gonzalez – Centro La Familia

Gracilea Ramirez – Fresno City College Dream Center

Naomi Janzen – Resource for Independence

Reva Guimont – Exceptional Parents Unlimited

Roberto Maqueda – Reading and Beyond

*Exhibit A-1-e List of individuals and organizations invited to participate in forum*

Sally Potter – Fresno City College

J. Atkinson -San Joaquin College of Law/New American Legal Clinic

Sara Bosse – Fresno County Department of Public Health

Sasha Feldstein - California Immigrant Policy Center

Shannon Morrison – Fresno County Library

Stephanie Oakey – Fresno County Department of Social Services

Sharon Ross – Turning Point of Central California

Vianey Gomez - Cento Binacional Para el Desarrollo Indigena Oxaqueño;

Yery Olivares – Fresno Area Hispanic Foundation

Yolanda Randles – West Fresno Family Resource Center

Elizabeth Akinola - Administration for Community Living

Araceli Holland – Department of Rehabilitation

Helen Flores - Central Valley Regional Center

Brian Chambers – Department of Rehabilitation

Larry Wanger – Resources for Independence, Central Valley

Lorenda Sanchez – California Indian Manpower Consortium, Inc. (CMIC)

Sandra Macdonald – CMIC - Career Pathways for Native Youth

Jaylene Marrufo – CMIC – Community Services Block Grant Program

Velma White Bear - CIMC - Workforce Development Program

David Falls - Tribal TANF

Regina Murillo – Tribal TANF

Robert Alcazar - Proteus Inc. - 167

Michelle Miller - ACLU Northern California

Cliff Downing – Fresno County Probation

Cindy Gonzales – Kings View

Cassandra Little – Root and Rebound

Christina Yee – California Youth Outreach

*Exhibit A-1-e List of individuals and organizations invited to participate in forum*

Dan Goetz – Teen Challenge

Kirk Haynes - Fresno County Probation

Circles of Support & Accountability

Joseph Hebert – Comprehensive Addiction Program

Joseph Oaxaca - ResCare

Lynn Pimental – Westcare

Mark Padilla – Fresno County Sheriff

Moises Mendoza – Fresno County

M. Roth – Comprehensive Addiction Program

Celeste Vananne - Parole - Greater Fresno Area

Rayann Cruz – Butte County Office of Education

Andrew Hackett - Re-Entry Solutions

R. Martin – Fresno New Connection

Sue Ewert - BAART Programs

Susan Holt – Department of Behavioral Health Fresno County

Spencer Williams – California Department of Corrections and Rehabilitation

Stacy Vanbruggen - Department of Behavioral Health Fresno County

Don Smith - West Care Admin Office

Angie Jenkins - West Care Belmont Health & Wellness

Maryann Kroy - WestCare - McKinley Plaza

Jenny Gonzalez - WestCare - San Joaquin Valley Veterans

Toni Harrison - WestCare - The Living Room

Gary Knepper - WestCare Homefront

Derrick Bressel - WestCare Liberty Plaza

David Hinojosa – California EDD Workforce Services

**Local Plan Stakeholder Convening  
Collaborating with CalFresh Employment and Training Programs  
October 24, 2018**

**Attendee List**

1. Pat Barr	Fresno Regional Workforce Dev. Board	<a href="mailto:pbarr@workforce-connection.com">pbarr@workforce-connection.com</a>
2. Abeer Basidiq	Fresno County DSS	<a href="mailto:abasidiq@fresnocountyca.gov">abasidiq@fresnocountyca.gov</a>
3. Ralph Juinto	Fresno County DSS	<a href="mailto:rjuinto@fresnocountyca.gov">rjuinto@fresnocountyca.gov</a>
4. Gail Keomounpane	Fresno County DSS	<a href="mailto:GKeomounpane@fresnocountyca.gov">GKeomounpane@fresnocountyca.gov</a>
5. Pamela Wilson	Community Vocational Services Inc.	<a href="mailto:pm.id@communityvocationalservices.com">pm.id@communityvocationalservices.com</a>
6. Patricia Orosco	Proteus – Reedley	<a href="mailto:porosco@workforce-connection.com">porosco@workforce-connection.com</a>
7. Tamar Fagin	ResCare	<a href="mailto:tamar.fagin@rescare.com">tamar.fagin@rescare.com</a>
8. Shannon Duncan	Fresno County DSS	<a href="mailto:sduncan@fresnocountyca.gov">sduncan@fresnocountyca.gov</a>
9. Joseph Herbert	Comprehensive Addiction Program	<a href="mailto:jhebert@caprehab.org">jhebert@caprehab.org</a>
10. Kelly Sisowath	Fresno Bridge Academy	<a href="mailto:ksisowath@readingandbeyond.org">ksisowath@readingandbeyond.org</a>
11. Shannon Duncan	Fresno County DSS	<a href="mailto:sduncan@fresnocountyca.gov">sduncan@fresnocountyca.gov</a>
12. Rebecca Salgado	Reading and Beyond	<a href="mailto:rsalgado@readingandbeyond.org">rsalgado@readingandbeyond.org</a>
13. Oscar Robinson	West Fresno Advanced Trans Tech	<a href="mailto:bigopromotions@gmail.com">bigopromotions@gmail.com</a>
14. Laneesha Senegal	Vision View Partners	<a href="mailto:hopedaily1s@gmail.com">hopedaily1s@gmail.com</a>
15. Sherri Watkins	State Center Adult Ed.	<a href="mailto:sherri.watkins@statecenter.com">sherri.watkins@statecenter.com</a>

# Fresno Regional Workforce Development Board

Date: October 24, 2018  
 Subject: Collaborating with  
 CalFresh Employment and  
 Training Programs

## Local Plan Stakeholder Convening

Name (Please Print)	Organization	Email Address
PATR. BARR	WFD B	patr.barr.37@gmail.com
Abeer Basidiq	DSS	abasidiq@fresnocountyca.gov
Rafael Jimeno	DSS	rsjimeno@fresnocountyca.gov
Gibil Keomounpano	DSS	gkeomounpano@fresnocountyca.gov
Pamela Wilson	Community Vocational Services Inc. CTE	pm.j.d@communityvocationservices.com
Patricia Guss	Proteus - Reedley	patricia@workforce-connection.com
Tamar Fagin	ResCare	tamar.fagin@rescare.com
Shannon Duncan	Co. of Fresno Dept. of Social Services (DSS)	sduncan@fresnocountyca.gov
Joseph Hibart	Comprehensive Addiction Program, Inc	jhibart@capinc.org
Kelly Sisonath	Reading + Beyond Org.	ksisonath@readingandbeyond.org
Rebecca Salgado	Reading + Beyond	rsalgado@readingandbeyond.org
Oscar Robinson	West Fresno Advanced Trans Tech	Bigo promotions@gmail.com
KANEESHA Senechal	Vision View Partners / Helping others Rise Excellence	hopedaily15@gmail.com
Sherri Watkins	State Center	sherri.watkins@statecenter.com

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

**Community and Stakeholder Forum on:  
Collaborating with CalFresh Employment and Training Programs**

**October 24, 2018 at 2:30 p.m.**

**Workforce Connection  
3302 N. Blackstone Avenue, Suite 209  
Fresno, CA 93726**

**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

**REMINDER: PLEASE TURN OFF CELL PHONES OR PUT ON VIBRATE**

## 1. CALL TO ORDER

Item #	Description
2.	Local Workforce Planning and the Biennial Updates
3.	What is the CalFresh Employment and Training Program?
4.	Overview of Local Plan Guidance on Workforce Partnerships with CalFresh and CalFresh Employment and Training Programs
5.	Objectives of this Community Forum
6.	For Your Consideration and Input
6a.	Are CalFresh Employment and Training programs currently available in the local area? If so, what services are provided and which are the organizations providing them?
6b.	What types of workforce services are needed to help people receiving CalFresh succeed in the local labor market?
6c.	What barriers to employment are faced by CalFresh recipients and what resources are available to help assist them to overcome those barriers?
6d.	What partnerships currently exist or could be developed among the local workforce system, the county agency that manages CalFresh, and other organizations that provide or could provide services to CalFresh recipients? How do the partners work with one another and how do they share information?
6e.	Are CalFresh recipients being referred to programs that prepare them for high demand jobs in the region's priority sectors? What services or systems are in place that could help CalFresh recipients succeed in such programs and on the job?

### ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

Disabled individuals and individuals who are limited English proficient who need special assistance to attend or participate in this meeting may request assistance by contacting the Fresno Regional Workforce Development Board, at 2125 Kern Street, Suite 208, Fresno, California, or by calling (559) 490-7100. Every effort will be made to reasonably accommodate individuals with disabilities or who are limited English proficient by making meeting materials available in alternative formats. Requests for assistance should be made at least three (3) working days in advance of the meeting.

# **Collaborating with CalFresh Employment and Training Programs**

**Fresno Regional Workforce  
Development Board**

**October 24, 2018**

# Local Workforce Planning and Biennial Updates

- Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBs).
- In 2017, the LWDBs submitted 4-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.
- In accordance with WIOA requirements, a biennial review of the 4-year Local Plans is required.
- California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.

Required modifications to local plans must address:

- New partnerships with CalFresh Employment and Training Programs
- New Partnerships with Local Child Support Agencies
- Enhanced Collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models
- Enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English language learners, foreign born individuals and refugees<sup>3</sup>

# What is the CalFresh Employment and Training Program?

CalFresh is California's version of the federal Supplemental Nutrition Assistance Program (SNAP, formerly known as Food Stamps). It is part of the Nutrition Title of the national Farm Bill.

Under SNAP, Employment and Training (E&T) Programs were created to help food stamp recipients gain skills, training, or experience and increase their ability to obtain regular employment.

CalFresh E&T funds can be used to provide enhanced individualized services to program participants and are a potential food stamp outreach tool for low-income working families.

# Overview of Local Plan Guidance on Workforce Partnerships with CalFresh and CalFresh Employment and Training Programs

- The California Workforce Development Board has entered into a formal partnership with the California Department of Social Services, the County Welfare Directors Association, and California Workforce Association with the goal of improving labor market outcomes for all recipients of CalFresh.
- Currently in California, 38 county human services agencies offer CalFresh Employment and Training (CalFresh E&T) program services to CalFresh participants on a voluntary basis.

- According to the California State Employment and Training Plan (E&T Plan), California's CalFresh E&T program helps CalFresh recipients gain skills, training, and work experience that will increase participants' ability to obtain regular employment, advance on a career pathway, and achieve economic self-sufficiency.
- In FY 2018, CalFresh E&T expects to serve over 100,000 CalFresh recipients.
- This growth is supported by a unique funding opportunity. CalFresh E&T providers, including county human services agencies and other third-party partners, are eligible to receive uncapped federal 50 percent reimbursement for costs paid using non-federal funding to provide allowable E&T services to people receiving CalFresh.

- CalFresh E&T services are delivered by county human services agencies and a variety of other service providers, including CBOs and community colleges.
- Local Boards are encouraged to contact county human services agencies and invite them to participate in regional planning efforts.

## Objectives of this Community Forum

- Give stakeholders and the community the opportunity to weigh in on the needs of this target group
- Learn from practitioners about best practices in meeting service needs
- Identify where gaps in services may currently exist
- Hear recommendations on building and/or strengthening partnerships with CalFresh Employment and Training Programs

# For Your Consideration and Input

- Are CalFresh Employment and Training programs currently available in the local area? If so, what services are provided and which are the organizations providing them?
- What types of workforce services are needed to help people receiving CalFresh succeed in the local labor market?
- What barriers to employment are faced by CalFresh recipients and what resources are available to help assist them to overcome those barriers?

- What partnerships currently exist or could be developed among the local workforce system, the county agency that manages CalFresh, and other organizations that provide or could provide services to CalFresh recipients? How do the partners work with one another and how do they share information?
- Are CalFresh recipients being referred to programs that prepare them for high demand jobs in the region's priority sectors? What services or systems are in place that could help CalFresh recipients succeed in such programs and on the job?

**Thanks!**  
**We greatly appreciate your input.**

## FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Community and Stakeholder Forum on:  
**Collaborating with CalFresh Employment and Training Programs**

October 24, 2018 at 2:30 p.m.

**Workforce Connection**  
**3302 N. Blackstone Avenue, Suite 209**  
**Fresno, CA 93726**

**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

### Item #

#### 1. Call to Order

Melissa Mendes called the meeting to order at 2:35 p.m.

#### 2. Local Workforce Planning and the Biennial Updates

- *Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBs).*
- *In 2017, the LWDBs submitted 4-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.*
- *In accordance with WIOA requirements, a biennial review of the 4-year Local Plans is required.*
- *California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.*
- *Required modifications to local plans must address: New partnerships with CalFresh Employment and Training Programs, new partnerships with local child support agencies, enhanced collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models, enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English language learners, foreign born individuals and refugees.*

#### 3. What is the CalFresh Employment and Training Program?

- *CalFresh is California's version of the federal Supplemental Nutrition Assistance Program (SNAP, formerly known as Food Stamps). It is part of the Nutrition Title of the national Farm Bill.*
- *Under SNAP, Employment and Training (E&T) Programs were created to help food stamp recipients gain skills, training, or experience and increase their ability to obtain regular employment.*
- *CalFresh E&T funds can be used to provide enhanced individualized services to program participants and are a potential food stamp outreach tool for low-income working families.*

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4. **Overview of Local Plan Guidance on Workforce Partnerships with CalFresh and CalFresh Employment and Training Programs**

- *The California Workforce Development Board has entered into a formal partnership with the California Department of Social Services, the County Welfare Directors Association, and California Workforce Association with the goal of improving labor market outcomes for all recipients of CalFresh.*
- *Currently in California, 38 county human services agencies offer CalFresh Employment and Training (CalFresh E&T) program services to CalFresh participants on a voluntary basis.*
- *According to the California State Employment and Training Plan (E&T Plan), California's CalFresh E&T program helps CalFresh recipients gain skills, training, and work experience that will increase participants' ability to obtain regular employment, advance on a career pathway, and achieve economic self-sufficiency.*
- *In FY 2018, CalFresh E&T expects to serve over 100,000 CalFresh recipients.*
- *This growth is supported by a unique funding opportunity. CalFresh E&T providers, including county human services agencies and other third-party partners, are eligible to receive uncapped federal 50 percent reimbursement for costs paid using non-federal funding to provide allowable E&T services to people receiving CalFresh.*
- *CalFresh E&T services are delivered by county human services agencies and a variety of other service providers, including CBOs and community colleges.*
- *Local Boards are encouraged to contact county human services agencies and invite them to participate in regional planning efforts.*

4. **Objectives of this Community and Stakeholder Forum**

- *Give stakeholders and the community the opportunity to weigh in on the needs of this target group*
- *Learn from practitioners about best practices in meeting service needs*
- *Identify where gaps in services may currently exist*
- *Hear recommendations on building and/or strengthening partnerships with CalFresh Employment and Training Programs*

5. **For Your Consideration and Input**

5a. **Are CalFresh Employment and Training programs currently available in the local area? If so, what services are provided and which are the organizations providing them?**

Shannon Duncan, Fresno County DSS – They are currently provided by Reading and Beyond, through the Fresno Bridge Academy. The components are education and job search.

Kelly Sisowath, Fresno Bridge Academy – We are a free employment and training employment program. We work with DSS and our main population is CalFresh recipients. We are assisting with employment and training, and funding to eliminate barriers that participants have. We also serve Madera county.

Rebecca Salgado, Reading and Beyond – Job employment and education. Job retention.

5b. **What types of workforce services are needed to help people receiving CalFresh succeed in the local labor market?**

Rebecca Salgado – Our program is 18 months for current CalFresh recipients between the ages of 18-59. They receive in depth, one on one case management services. Long term and short term goals are established. We have a GED program. We also refer to Adult School and Fresno City College if we can't help them.

Pat Barr, Fresno Regional Workforce Development Board – We have a physical fitness program built in for the construction trade. If they can come into our program physically fit, that would be better.

Shannon Duncan – We don't serve everyone at DSS, but we do refer.

Rebecca Salgado – Everyone in our program is 100% CalFresh.

Kelly Sisowath –We have a four (4) week series that covers resume building, interviewing skills, soft skills, and job searching. A lot of participants need extra assistance with the ABC's. A job, a better job, and a career job.

Phyllis Stogbauer, FRWDB – Do we have an estimate of total population for Fresno county for CalFresh?

Shannon Duncan – As of September we had 86,259 non-assistance CalFresh cases. Those are cases that have CalFresh but not CalWORKs.

Laneesha Senegal, Vision View Partners – We are learning what people are interested in. There are long lists of people waiting to get jobs. We teach entrepreneurship to be self-sufficient. We find that low income people want to own a business don't understand the process.

**5c. What barriers to employment are faced by CalFresh recipients and what resources are available to help assist them to overcome those barriers?**

Kelly Sisowath – The barriers we see is criminal backgrounds and they can't pass background checks. We assist with expunging their record. We do have a partnership with the DOJ and the Clean Slate Program. We have a small population of homeless participants. We help with housing or get better access to resources that can assist them.

Shannon Duncan – We are in an agreement with Reading and Beyond and our agreement with them ends December 31<sup>st</sup> of this year. We are changing the focus, but the focus will be on our single adults without dependents. We would target CalFresh recipients who also receive general relief.

Pat Barr – Reliable transportation and childcare.

Shannon Duncan – We have an On-the-Job training for specific jobs.

Rebecca Salgado – In terms of disabilities if they share with us a need, we do provide assistance. We do have financial assistance. We never guarantee, but they also need to learn time management. Even after the 18 month program they can come back for further assistance if they need. Another barrier is CalFresh benefits not being enough to sustain families. We reach out to food banks and schools for help.

Kelly Sisowath – At initial contact with participants there is a semi lengthy intake process. We are able to assess barriers up front and look to the next steps to help them.

Laneesha Senegal – Another barrier is the younger generation having technology skills deficiencies (not being able to fill out forms online, or using text speak to fill out cover letters/applications, and not knowing how to navigate through websites to apply for employment).

**5d. What partnerships currently exist or could be developed among the local workforce system, the county agency that manages CalFresh, and other organizations that provide or could provide services to CalFresh recipients? How do the partners work with one another and how do they share information?**

Rebecca Salgado – When our participants need a certificate, we partner with Fresno City College for the EOPS program. They can allocate funds to assist with childcare and single moms. We have an invoicing system setup so it's easier for participants; we help to enroll them.

Shannon Duncan – We don't have a very large budget to work with multiple vendors.

Rebecca Salgado – Our 18 month program is designed for participants to become self-sufficient to eliminate or reduce CalFresh assistance.

Shannon Duncan – They are only eligible for 3 months for a 12 month period with us.

**5e. Are CalFresh recipients being referred to programs that prepare them for high demand jobs in the region's priority sectors? What services or systems are in place that could help CalFresh recipients succeed in such programs and on the job?**

Kelly Sisowath – Our participants come into our program with a goal so any referrals are beneficial for that. We get creative and help guide and prepare them. We can send them to short-term training too.

Rebecca Salgado – We had someone who wanted to work with NASA but it came down to him liking science. We try to tell them what a realistic path would be, and what path of schooling/training is needed. We try to successfully determine who is ready for our 18 month program first, or refer them to an Adult School if they need a GED. They sometimes need to work on areas before starting the program. We track everything such as successes, referrals, anything we can during the program. Once they leave the program though, we don't track that.

Pamela Wilson, Community Vocational Services Inc. – What do you consider the highest demand jobs in Fresno county?

*Exhibit A-2-e Meeting notes summarizing the content of forum discussions*

Phyllis Stogbauer – Low turnover, good benefits. Healthcare, automotive, manufacturing, logistics, construction trades and IT.

Shannon Duncan – We just finished referring into a pilot. An expansion. We paired it down to select units. The new program will be targeting general relief clients. We want to target rural areas as well. Most clients have jobs so that has to be a consideration so things aren't promised to make their situation worse.

Oscar Robinson, West Fresno Advanced Trans Tech – I have been negotiating a program for 200 residents to get their class A license.

Pat Barr – Stressed the importance of finding out what type of learning a person needs and if they will be a good fit for certain types of jobs.

Laneesha Senegal – We are creating a social impact one-stop hub where all skills needed are in one place. People need to know the backend of understanding a career. We want to provide an onramp for skills.

Tamar Fagin, ResCare – We have barriers with youth needing drivers training to get their license.

Laneesha Senegal – There is a group called Many Hands Make Light Work and they help youths practice driving and written tests to prepare them.

**Local Plan Stakeholder Convening  
Partnership with Local Child Support Agencies Public Forum  
October 10, 2018**

**Attendee List**

1. Carlos Guzman	Fresno County DCSS	<a href="mailto:caguzman@fresnocountyca.gov">caguzman@fresnocountyca.gov</a>
2. Ron Nijmeddin	Fresno County DCSS	<a href="mailto:rnijmeddin@fresnocountyca.gov">rnijmeddin@fresnocountyca.gov</a>
3. David Huls	Fresno County DCSS	<a href="mailto:dhuls@fresnocountyca.gov">dhuls@fresnocountyca.gov</a>
4. Crystal Johnson	Fresno County Public Defender	<a href="mailto:cryjohnson@fresnocountyca.gov">cryjohnson@fresnocountyca.gov</a>
5. Marisela Guevara	Fresno County DSS	<a href="mailto:mguevara@fresnocountyca.gov">mguevara@fresnocountyca.gov</a>
6. Oscar Hinojosa	State Center Adult Education	<a href="mailto:oscar.h@statecenter.com">oscar.h@statecenter.com</a>
7. Pang Vangyi	State Center Adult Education	<a href="mailto:pang.vangyi@statecenter.com">pang.vangyi@statecenter.com</a>
8. Oralia Gomez	Fresno County DSS	<a href="mailto:ogomez@co.fresno.ca.us">ogomez@co.fresno.ca.us</a>
9. Cynthia Rye	Proteus Inc.	<a href="mailto:crye@workforce-connection.com">crye@workforce-connection.com</a>

**Date: October 10, 2018**  
**Subject: Partnership with Local**  
**Child Support Agencies to Serve**  
**Non-Custodial Parents**

[illegible]

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Community and Stakeholder Forum on:

**Partnership with Local Child Support Agencies to Serve Non-Custodial Parents**

**October 10, 2018 @ 3:00 p.m.**

**Workforce Connection**

**3302 N. Blackstone Avenue, Suite 209**

**Fresno, CA 93726**

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**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

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**REMINDER: PLEASE TURN OFF CELL PHONES OR PUT ON VIBRATE**

**1. CALL TO ORDER**

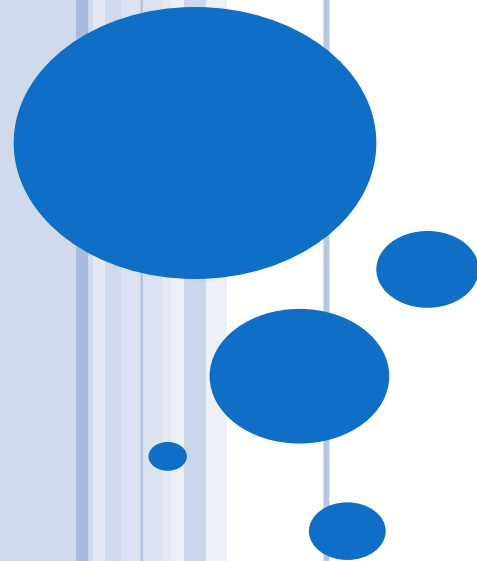
Item #	Description
2.	Local Workforce Planning and the Biennial Updates
3.	Overview of Regional Plan Guidance regarding Partnerships with Local Child Support Agencies (LCSAs) and Services to Non-Custodial Parents (NCPs)
4.	Objectives of this Community and Stakeholder Forum
5.	For Your Consideration and Input
5a.	What barriers to employment are most common among targeted NCPs?
5b.	What are NCPs' service needs (particularly with regard to job skills and employment) and what services are currently available?
5c.	What organizations collaborate locally to promote skills development, employment and career advancement for targeted NCPs?
5d.	Among the NCP service partners, (e.g. Child Support, Family Court, AJCCs, training providers and community-based organizations), what referral and information sharing systems are in place?
5e.	What strategies and tools are used to motivate and incentivize NCPs' in acting on referrals, participating in training/skills development and retention in employment?
5f.	How can local organizations work better to ensure positive employment and career outcomes for non-custodial parents?

## ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

Disabled individuals and individuals who are limited English proficient who need special assistance to attend or participate in this meeting may request assistance by contacting the Fresno Regional Workforce Development Board, at 2125 Kern Street, Suite 208, Fresno, California, or by calling (559) 490-7100. Every effort will be made to reasonably accommodate individuals with disabilities or who are limited English proficient by making meeting materials available in alternative formats. Requests for assistance should be made at least three (3) working days in advance of the meeting.

# STRENGTHENING PARTNERSHIPS WITH LOCAL CHILD SUPPORT AGENCIES TO SERVE NON-CUSTODIAL PARENTS

*Fresno Regional Workforce Development Board  
October 10, 2018*



## LOCAL WORKFORCE PLANNING AND THE BIENNIAL UPDATES

- Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBs).
- In 2017, the LWDBs submitted 4-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.
- In accordance with WIOA requirements, a biennial review of the 4-year Local Plans is required.
- California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.

Required modifications to local plans must address:

- New partnerships with CalFresh Employment and Training Programs
- New Partnerships with Local Child Support Agencies
- Enhanced Collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models
- Enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English language learners, foreign born individuals and refugees

## OVERVIEW OF REGIONAL PLAN GUIDANCE REGARDING PARTNERSHIPS WITH LOCAL CHILD SUPPORT AGENCIES (LCSAs) AND SERVICES TO NON-CUSTODIAL PARENTS (NCPs)

- The State Workforce Development Board has entered into a formal partnership with the California Department of Child Support Services (DCSS) with the goal of improving labor market outcomes for unemployed, underemployed, and payment-delinquent non-custodial parents.
- The vision of DCSS is that all parents will be engaged in supporting their children. This is achieved through the interventions including: establishing paternity, locating parents, establishing child and medical support orders, enforcing and modifying child and medical support orders, and collecting and disbursing child support payments.

- The State Board has directed Local Boards to engage and work with LCSAs and specific partner CBOs to serve their local non-custodial parent population.
- Among the processes that are expected to result from workforce-child support network partnerships are referral protocols, including those from LCSAs and family court; enrollment of clients in training programs that will lead to family-sustaining wages; employment opportunities in careers within growth industries; and services that promote retention in training and on the job.

## OBJECTIVES OF THIS COMMUNITY AND STAKEHOLDER FORUM

- Provide stakeholders and the community the opportunity to weigh in on the needs of this target group
- Learn from practitioners about best practices in meeting service needs
- Identify gaps in services
- Hear recommendations for improving the content, availability and quality of services for unemployed, underemployed and payment delinquent non-custodial parents

# FOR YOUR CONSIDERATION AND INPUT

- What barriers to employment are most common among targeted NCPs?
- What are NCPs' service needs (particularly with regard to job skills and employment) and what services are currently available?
- What organizations collaborate locally to promote skills development, employment and career advancement for targeted NCPs?
- Among the NCP service partners, (e.g. Child Support, Family Court, AJCCs, training providers and community-based organizations), what referral and information sharing systems are in place?

- What strategies and tools are used to motivate and incentivize NCPs' in acting on referrals, participating in training/skills development and retention in employment?
- How can local organizations work better to ensure positive employment and career outcomes for non-custodial parents?

Thanks!

We greatly appreciate your input!

## FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Community and Stakeholder Forum on:

**Partnership with Local Child Support Agencies to Serve Non-Custodial Parents**

**October 10, 2018 at 3:00 p.m.**

**Workforce Connection  
3302 N. Blackstone Avenue, Suite 209  
Fresno, CA 93726**

**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

### Item #

#### 1. Call to Order

Ka Xiong called the meeting to order at 3:06 p.m.

#### 2. Local Workforce Planning and the Biennial Updates

- *Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBs).*
- *In 2017, the LWDBs submitted four (4)-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.*
- *In accordance with WIOA requirements, a biennial review of the four (4)-year Local Plans is required.*
- *California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.*
- *Required modifications to local plans must address: New partnerships with CalFresh Employment and Training Programs, new Partnerships with Local Child Support Agencies, enhanced collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models, enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English language learners, foreign born individuals and refugees.*

#### 3. Overview of Regional Plan Guidance regarding Partnerships with Local Child Support Agencies (LCSAs) and Services to Non-Custodial Parents (NCPs)

- *The State Workforce Development Board has entered into a formal partnership with the California Department of Child Support Services (DCSS) with the goal of improving labor market outcomes for unemployed, underemployed, and payment-delinquent non-custodial parents.*
- *The vision of DCSS is that all parents will be engaged in supporting their children. This is achieved through the interventions including: establishing paternity, locating parents, establishing child and medical support orders, enforcing and modifying child and medical support orders, and collecting and disbursing child support payments.*

### ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

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#### **Exhibit A-3-e Meeting notes summarizing the content of forum discussions**

- The State Board has directed Local Boards to engage and work with LCSAs and specific partner CBOs to serve their local non-custodial parent population.
- Among the processes that are expected to result from workforce-child support network partnerships are referral protocols, including those from LCSAs and family court; enrollment of clients in training programs that will lead to family-sustaining wages; employment opportunities in careers within growth industries; and services that promote retention in training and on the job.

#### **4. Objectives of this Community and Stakeholder Forum**

- Provide stakeholders and the community the opportunity to weigh in on the needs of this target group
- Learn from practitioners about best practices in meeting service needs
- Identify gaps in services
- Hear recommendations for improving the content, availability and quality of services for unemployed, underemployed and payment delinquent non-custodial parents.

#### **5. For Your Consideration and Input**

##### **5a. What barriers to employment are most common among targeted NCPs?**

David Huls, Fresno County DCSS – Parts of the community are afraid to come to government agencies for all kinds of reasons.

Carlos Guzman, Fresno County DCSS – A main barrier to employment is a prior incarceration history because now they have a criminal record. They now have a child support order, and their license is suspended. Top three issues are: criminal record, license expired, and lack of education/job ready skills for today's economy.

Crystal Johnson, Fresno County Public Defender – Ms. Johnson goes to court defending the individuals and finds that former incarceration is a huge impediment for future employment. Also individuals who were injured on the job, or disabled for a long period of time and don't have the skills to do their job any more. Another barrier is a gap in employment on their resume.

Ron Nijmeddin, Fresno County DCSS – Mr. Nijmeddin is on the prosecuting side of the defense and stated that some barriers are being undereducated or a High School dropout. Some folks only have a minimum wage job as laborers so they have limited skills. Being medically limited or the lack of knowledge of services is another issue.

Marisela Guevara, Fresno County DSS – Our clientele is lacking financial stability and some have mental health barriers. Making sure they are stable is important not just for themselves, but for their family because they could be on their second or third family.

Oralia Gomez, Fresno County DSS – Ms. Gomez has been with the department over 30 years and stated that some individuals say it's not worth it for them to work because working wouldn't leave them any money to become self-sufficient. Also appointment letters don't always make it to the clients who are transient. A valid phone number might help with this.

##### **5b. What are NCPs' service needs (particularly with regard to job skills and employment) and what services are currently available?**

Carlos Guzman – Job readiness, resume writing, interviewing, and communication skills are needed to get a job. We offer referrals because we are limited with our scope of authority as an agency, but we have a customer resource page.

Crystal Johnson – Places like Fresno Bridge Academy, Department of Social Services, Kingsview and Blue Sky Wellness Center provides job readiness skills. Blue Sky Wellness Center has a volunteer program that will do some onsite training for someone who has been out of the job market. Another impediment for the older population is having to apply online and they don't know how to navigate websites.

Oralia Gomez – Welfare to Work. Jobs 2000 connects with the public defender and the district attorney. We provide job readiness, job search assistance development, and writing. We work with Reading and Beyond and the Bridge Academy. We have vocational management services for individuals that have low cognitive skill levels and need more support but haven't been able to get their GED. They can provide individualized support for that. We have a contract for subsidized employment. The individuals that don't have a stable work history, we place them within our department. We also have agreements with other county wide departments as well as some private

Phyllis Stogbauer, FRWDB – Fresno County Library now has a Digibus that can pull up anywhere and includes Wi-Fi, printer, tablets, and a tv to do workshops or help with resumes.

**5c. What organizations collaborate locally to promote skills development, employment and career advancement for targeted NCPs?**

Crystal Johnson – The public defender's office offers a Clean Slate Program that is a record clearance program. It is a free service to anyone who has a Fresno county conviction, or is low income or indigent. The clinic is open every week. A person meets with an attorney who will do background checks, assess eligibility, and files the paperwork. The only thing not provided is in court representation. Clients can apply for the program online. It is first come, first served since its only open for two (2) days a week and is appointment only. Another program called Root & Rebound provides training and employment services to women of color.

**5d. Among the NCP service partners, (e.g. Child Support, Family Court, AJCCs, training providers and community-based organizations), what referral and information sharing systems are in place?**

Ron Nijmeddin – We are bound by confidentiality and can't give any info about the participants.

Phyllis Stogbauer – We want a more standardized process. It's not a lot of info that we need but it needs to get back to you. One of the things being discussed is how do we track that? Who do we co-enroll, who do we not co-enroll?

Oralia Gomez – Sometimes the release of information is because of the services that we provide. The law is very specific.

**5e. What strategies and tools are used to motivate and incentivize NCPs' in acting on referrals, participating in training/skills development and retention in employment?**

David Huls – One option is a compromise of arrears. Our customers don't always know there is a program that if their case qualifies and they apply, they can get a large chunk wiped out.

Phyllis Stogbauer – Asked the question "Is it totally forgiven, or just put on the backburner"?

David Huls – No, it is specific and they have to pay an amount each month or a lump sum. The individuals don't always realize that when their situation has changed it should be modified. Those are the things besides license release that our programs can help people get back on the right track.

Crystal Johnson – The retraining services Workforce Connection provides. That's how I incentivize people to participate when they are at the contempt stage because of all those assessment tools that you provide right at the onset.

Oralia Gomez – Our best incentive is when we tell them if they do this, at the end is a job.

Phyllis Stogbauer – Most don't want to go into long-term training, they want a job right now. We try to convince them we can get them a job, but six months or a year from now, we can have them change their education and get them into a career.

Pang Vangyi, State Center Adult Education – Oscar Hinojosa, my colleague has office hours at the Manchester One-Stop and our mission is to work with adult learners who don't have a High School diploma or GED. We help them complete that education component. We work with adults who said they work fulltime and need a class offered in the evening. We have that flexibility. We can let them know what adult school they can attend. Oscar has office hours so if someone doesn't have a High School diploma or GED, it's a "warm handoff" to Oscar and he gets them the info they need.

Phyllis Stogbauer – If they are referred to us from the Jobs 2000, that is something you could talk about up front so they can start working through this and understand the program. I think we need to educate. There is a process to become job ready so we could be working with the other agencies to clear up other problems. Work together at the front end, with us referring to you so we can get a plan in place. We do an IEP with everyone. Some have been long-term unemployed and don't know how to manage things.

*Exhibit A-3-e Meeting notes summarizing the content of forum discussions*

David Huls – Our computer system interfaces with many other entities. Our system will find a new employer and automatically serve an income withholding order. It will determine an appropriate arrears payment that could end up being astronomical. If we are interacting as a human being working the case, we would come up with a different repayment amount if possible.

Ron Nijmeddin – I love the idea of referring people prior to the time they come delinquent. Will Workforce Connection make flyers available?

Phyllis Stogbauer – Yes, we do have brochures for our adult programs and special projects. We have an SRT team that works with folks. They are comprised of our WIOA staff and the partners or providers, and they sit and interview everyone because we can identify issues before we enroll them. I see a lot of potential with soft skill services. By the time they go through these programs, they are motivated and ready to find a job. If those referrals would come here, we could help you place them into those programs and then it's a win-win for everyone.

Ron Nijmeddin – When do you plan for this program to be launched?

Phyllis Stogbauer – We are going to collect all the data from today and other meetings, and then we will draft our processes of what we want to implement. That is when we will pull people back in, maybe in small meetings to talk about fine-tuning some of those processes and how we can serve this population. It will be a work in progress. Sharing data and open communication is priority.

Crystal Johnson – I would ask that you include the public defender offices specifically with the process that we have in place right now for those contempt clients. We are seeing some kinks we can work out and all agencies would benefit from streamlining it.

**5f. How can local organizations work better to ensure positive employment and career outcomes for non-custodial parents?**

David Huls – Whoever is interested we will go out to an agency and give staff Child Support 101.

Carlos Guzman – Communication, keeping in contact with one another. Share our goals.

Oralia Gomez – Coordination between our departments.

Phyllis Stogbauer – We tried to pilot a software called Community Pro but can't get enough people to see if it works. You refer them over to us and enter them into the system, and we can pick up that referral. You enter into agreement with this company and they put that into a vault and we can all access it. We want to come up with a shared data process for co-case management. No one wants to share their data. There needs to be a way to share and still protect it. We don't want to share personal data, just basic questions. Plain and simple.

Ron Nijmeddin – I just need to see it. That wouldn't be my approval; it would come from a much higher source.

Phyllis – Bitwise has developed a tracking system they showed us to track referrals.

Cynthia Rye, Proteus Inc. – I think the word has gotten out about the child support referrals.

Carlos Guzman – Inform and educate staff of particular agencies, and get your participants together to relay the info. There was an agency called Proving our Parenting Skills where we would do presentations for their case workers.

Phyllis Stogbauer – We still want to protect people and utilize the ways to share data.

**Local Plan Stakeholder Convening  
Serving Persons with Disabilities Community Forum  
October 18, 2018**

**Attendee List**

1. Malika Neal	Lincoln Training Center	<a href="mailto:malikan@lincolntc.org">malikan@lincolntc.org</a>
2. Juliette Cerecedes	Lincoln Training Center	<a href="mailto:juliettec@lincolntc.org">juliettec@lincolntc.org</a>
3. Kelly Sisowath	Fresno Bridge Academy	<a href="mailto:ksisowath@readingandbeyond.org">ksisowath@readingandbeyond.org</a>
4. Sandra Martinez	Reading and Beyond	<a href="mailto:smartinez@readingandbeyond.org">smartinez@readingandbeyond.org</a>
5. Pamela Wilson	Community Vocational Services Inc.	<a href="mailto:pm.id@communityvocationalservices.com">pm.id@communityvocationalservices.com</a>
6. Cynthia McGuire	Fresno County DSS	<a href="mailto:cmcguire@fresnocountyca.gov">cmcguire@fresnocountyca.gov</a>
7. Jose Urbina	Fresno County DSS	<a href="mailto:jourbina@fresnocountyca.gov">jourbina@fresnocountyca.gov</a>
8. Aurelio Mendoza	Department of Rehabilitation	<a href="mailto:aurelio.mendoza@dor.ca.gov">aurelio.mendoza@dor.ca.gov</a>
9. Alfonso Garcia	Proteus Inc.	<a href="mailto:agarcia@workforce-connection.com">agarcia@workforce-connection.com</a>
10. Wendy Lomeli	Employment Development Dept.	<a href="mailto:wendy.lomeli@edd.ca.gov">wendy.lomeli@edd.ca.gov</a>
11. Cecil Sanchez	America Works of CA	<a href="mailto:csanchez@americaworks.com">csanchez@americaworks.com</a>
12. Tamar Fagin	ResCare Workforce Services	<a href="mailto:tamar.fagin@rescare.com">tamar.fagin@rescare.com</a>
13. Maikia Thao	ResCare Workforce Services	<a href="mailto:maikia.thao@rescare.com">maikia.thao@rescare.com</a>
14. David Keosheyan	Central Valley Regional Center	<a href="mailto:dkeosheyan@cvrc.org">dkeosheyan@cvrc.org</a>
15. Brian Chambers	Department of Rehabilitation	<a href="mailto:brian.chambers@dor.ca.gov">brian.chambers@dor.ca.gov</a>
16. Rebeca DeLeon	A Ticket to Success	<a href="mailto:rdeleon@tcoe.org">rdeleon@tcoe.org</a>
17. Amri Aguirre	Valley Center for the Blind	<a href="mailto:Amri@vcbfresno.org">Amri@vcbfresno.org</a>

# Fresno Regional Workforce Development Board

## Local Plan Stakeholder Convening

Name (Please Print)	Organization	Email Address
Malika Neal	Lincoln Training Center	malikan@lincolntc.org
Juliette Cerecedas	Lincoln Training Center	Juliette.C@lincolntc.org
Kelly Sisowath	Fresno Bridge Academy	Ksisowath@readingandbeyond.org
Sandra Martinez	Reading and Beyond	Smartinez@readingandbeyond.org
Pamela Wilson (CIE)	Community Vocational Services Inc	pm.jd@communityvocationalservices.iac
Cynthia McGuire	County of Fresno Department of Social Services	cmcguire@fresno-county.ca.gov
José Urbina	County of Fresno Department of Social Services	jurbina@fresno-county.ca.gov
Aurelio Mendoza	Department of Rehabilitation	aurelio.mendoza@dor.ca.gov
ALFONSO GARCIA	PROTEUS INC. / WORKFORCE CONNECTION	agarcia@workforce-connection.com
Wendy Lomeli	Employment Development Dept.	wendy.lomelieedd.ca.gov
Cecil Sanchez	America Works of Ca.	csanchez@america-works.com
Tamar Fagin	ResCare Work Force Services	tamar.fagin@rescare.com
Maikia Thao	ResCare Workforce Services	maikia.thao@rescare.com
David Keasheyen	dkeasheyen@cvrc.org	dkeasheyen@cvrc.org
Brian Chambers	DOR	brian.chambers@dor.ca.gov
Rebeca DeLeon	A Ticket to Success	rdeleon@tcoe.org
Amri Aguirre	Valley Center for the Blind	amri@vcbfresno.org

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

**Community and Stakeholder Forum on:  
Serving Persons with Disabilities Through Competitive Integrated Employment**

**October 18, 2018 @ 9:00 a.m.  
Workforce Connection  
3302 N. Blackstone Avenue, Suite 209  
Fresno, CA 93726**

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**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

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**REMINDER: PLEASE TURN OFF CELL PHONES OR PUT ON VIBRATE**

**1. CALL TO ORDER**

Item #	Description
2.	Local Workforce Planning and the Biennial Updates
3.	What is Competitive Integrated Employment?
4.	Overview of Local Plan Guidance regarding Competitive Integrated Employment
5.	Objectives of this Community and Stakeholder Forum
6.	For Your Consideration and Input
6a.	How are DOR and the workforce system (i.e. the local Board and the AJCCs) currently working together with local partners (such as regional centers, special education and Workability programs, among others) to support the employment goals of individuals with intellectual disabilities and developmental disabilities?
6b.	Are efforts underway for the partners to collaborate on the use of CIE for job seekers with ID/DD?
6c.	Have discussions begun on the development of a Local Partnership Agreement to create more CIE opportunities? If not, how can this be accelerated?
6d.	Have workforce system staff received training in serving individuals with ID/DD and are they knowledgeable about programs and services available to assist this target group? What additional training and information is needed?
6e.	How are DOR and the local workforce system working together to outreach to employers and partners to support individuals with ID/DD in achieving CIE? If efforts are not yet underway, what will be done?
6f.	Have recruitment, referral and employer engagement strategies been defined? If not, what is planned?

## ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

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# Improving Services to Individuals with Disabilities through Competitive Integrated Employment

*Fresno Regional Workforce Development Board  
October 18, 2018*

# Local Workforce Planning and the Biennial Updates

- » Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBs).
- » In 2017, the LWDBs submitted 4-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.
- » In accordance with WIOA requirements, a biennial review of the 4-year Local Plans is required.
- » California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.



## Required modifications to local plans must address:

- » New partnerships with CalFresh Employment and Training Programs
- » New Partnerships with Local Child Support Agencies
- » Enhanced Collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models
- » Enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English language learners, foreign born individuals and refugees

# What is Competitive Integrated Employment?

- » Competitive Integrated Employment (CIE) is work performed by a person with a disability (including those with intellectual disabilities and developmental disabilities) within an integrated setting that includes both individuals with and without disabilities.
- » CIE is full- or part-time work that:
  - Compensates individuals at no less than the legal minimum wage and at the same rate as non-disabled employees with the same skills, performing the same work
  - Yields an income comparable to that of similarly situated non-disabled individuals
  - Provides the same benefits available to other employees
  - Is at a location where employees interact with other persons who are not individuals with disabilities
  - Presents opportunities for advancement



## Overview of Local Plan Guidance regarding Competitive Integrated Employment

- » In 2017, the California Department of Rehabilitation (DOR), the Department of Developmental Services (DDS) and the California Department of Education (CDE) formalized a partnership agreement around creating more opportunities for individuals with intellectual disabilities (ID) and developmental disabilities (DD) through CIE and other mechanisms.
- » Local Boards must submit modifications to their local plans that address how they will engage with local counterparts of the three state-level partners to align with the State CIE strategy embedded in its blueprint.



- » The state-level CIE partners (DOR, DDS, CDE) have developed a Local Partnership Agreement template to assist local education agencies, DOR districts and DDS regional centers in collaborating more effectively in assisting individuals with ID and DD.
- » Staff at AJCCs are expected to understand the needs of jobseekers with ID/DD and be knowledgeable about programs and resources that can aid in their success.
- » DOR's district staff will designate a point of contact for the Local Boards to help provide linkages to service providers of individuals with ID/DD.

- » DOR district staff will partner with Local Boards to outreach to employers and partners to develop strategies to achieve CIE opportunities for consumers.
- » The State Board recommends that Local Boards support the recruitment, referral, and employer engagement efforts of DOR representatives.



# Objectives of this Community and Stakeholder Forum

- » Give stakeholders and the community the opportunity to weigh in on the needs of this target group
- » Learn from practitioners about best practices in meeting service needs
- » Identify where gaps in services may currently exist
- » Hear recommendations on implementing competitive integrated employment for individuals with intellectual disabilities and developmental disabilities.



## For Your Consideration and Input

- » How are DOR and the workforce system (i.e. the local Board and the AJCCs) currently working together with local partners (such as regional centers, special education and Workability programs, among others) to support the employment goals of individuals with intellectual disabilities and developmental disabilities?
- » Are efforts underway for the partners to collaborate on the use of CIE for job seekers with ID/DD?
- » Have discussions begun on the development of a Local Partnership Agreement to create more CIE opportunities? If not, how can this be accelerated?



- » Have workforce system staff received training in serving individuals with ID/DD and are they knowledgeable about programs and services available to assist this target group? What additional training and information is needed?
- » How are DOR and the local workforce system working together to outreach to employers and partners to support individuals with ID/DD in achieving CIE? If efforts are not yet underway, what will be done?

- » Have recruitment, referral and employer engagement strategies been defined? If not, what is planned?

**Thank you!**  
**We greatly appreciate your input!**

## FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

**Community and Stakeholder Forum on:**

**Serving Persons with Disabilities Through Competitive Integrated Employment**

**October 18, 2018 at 9:00 a.m.**

**Workforce Connection  
3302 N. Blackstone Avenue, Suite 209  
Fresno, CA 93726**

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### Item #

#### 1. Call to Order

Phyllis Stogbauer called the meeting to order at 9:05 a.m.

#### 2. Local Workforce Planning and the Biennial Updates

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- *In accordance with WIOA requirements, a biennial review of the four (4)-year Local Plans is required.*
- *California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.*
- *Required modifications to local plans must address: New partnerships with CalFresh Employment and Training Programs, new Partnerships with Local Child Support Agencies, enhanced Collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models, enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English language learners, foreign born individuals and refugees.*

#### 3. What is Competitive Integrated Employment?

- *Competitive Integrated Employment (CIE) is work performed by a person with a disability (including those with intellectual disabilities and developmental disabilities) within an integrated setting that includes both individuals with and without disabilities.*
- *CIE is full or part-time work that:*
- *Compensates individuals at no less than the legal minimum wage and at the same rate as non-disabled employees with the same skills, performing the same work*
- *Yields an income comparable to that of similarly situated non-disabled individuals*
- *Provides the same benefits available to other employees*
- *Is at a location where employees interact with other persons who are not individuals with disabilities*
- *Presents opportunities for advancement.*

#### **ACCOMMODATIONS FOR PERSONS WITH DISABILITIES**

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4. Exhibit A-4.e Meeting notes summarizing the content of forum discussions  
Overview of Local Plan Guidance regarding Competitive Integrated Employment

- In 2017, the California Department of Rehabilitation (DOR), the Department of Developmental Services (DDS) and the California Department of Education (CDE) formalized a partnership agreement around creating more opportunities for individuals with intellectual disabilities (ID) and developmental disabilities (DD) through CIE and other mechanisms.
- Local Boards must submit modifications to their local plans that address how they will engage with local counterparts of the three state-level partners to align with the State CIE strategy embedded in its blueprint.
- The state-level CIE partners (DOR, DDS, CDE) have developed a Local Partnership Agreement template to assist local education agencies, DOR districts and DDS regional centers in collaborating more effectively in assisting individuals with ID and DD.
- Staff at AJCCs are expected to understand the needs of jobseekers with ID/DD and be knowledgeable about programs and resources that can aid in their success.
- DOR's district staff will designate a point of contact for the Local Boards to help provide linkages to service providers of individuals with ID/DD.
- DOR district staff will partner with Local Boards to outreach to employers and partners to develop strategies to achieve CIE opportunities for consumers.
- The State Board recommends that Local Boards support the recruitment, referral, and employer engagement efforts of DOR representatives.

5. Objectives of this Community and Stakeholder Forum

- Give stakeholders and the community the opportunity to weigh in on the needs of this target group
- Learn from practitioners about best practices in meeting service needs
- Identify where gaps in services may currently exist
- Hear recommendations on implementing competitive integrated employment for individuals with intellectual disabilities and developmental disabilities.

6. For Your Consideration and Input

6a. **How are DOR and the workforce system (i.e. the local Board and the AJCCs) currently working together with local partners (such as regional centers, special education and Workability programs, among others) to support the employment goals of individuals with intellectual disabilities and developmental disabilities?**

Brain Chambers, Department of Rehabilitation – We utilized different vendors in the community to send the consumers to obtain job placement and ultimately CIE. We work with programs through Reedley College, Fresno State and we refer consumers over to these programs. We work with the Regional Center and right now we are doing Project Search. We also have a program called College to Career at Fresno City College and Regional Center. We are working with Fresno City College to refer consumers who are clients with Regional Center and who are pursuing certificates, ultimately to obtain employment.

Phyllis Stogbauer, FRWDB – Is most of that educational?

Brian Chambers – Educational, but Project Search is vocational. For CIE most of these programs are vocational and not academic.

David Keosheyan, Central Valley Regional Center – I am the Employment Specialist at CVRC and I don't know how Workforce Connection works with people with intellectual disabilities. The impression I get is you work pretty quickly with folks. At the Regional Center people with intellectual disabilities we are going to take extra time with them.

Phyllis Stogbauer – We do have some individuals come in that are dislocated workers and get through the program quickly. Their Individual Employment Plan is based on what they need, and how long it will take to get that person working. We have worked with some youth/adults in the past with disabilities and have had some successes.

Wendy Lomeli, Employment Development Department – Our agency has a program called the Deaf and Hard of Hearing. It includes a case manager that is sign language based, and an interpreter that translates. Challenges are seeking employers that are committed to offering employment with those accommodations. On a case by case basis we do work with DOR. We have a veterans program here at Manchester, Kings County and Madera County. We have a specialist out of Hanford targeting youth with any kind of developmental disabilities.

*Exhibit A-4-e Meeting notes summarizing the content of forum discussions*

Juliette Cerecedes, Lincoln Training Center – I am an Employment Specialist with Lincoln Training Center and we have been working for years with the DOR and CVRC to offer support employment, vocational training, and a group setting program for adults with developmental disabilities. Currently we have a program that helps to serve those as it relates to community integrated employment, and also some others as a paid internship program. We are still waiting to get our final approval so that we can begin offering that service. The program is designed so that it will take 2-3 months. We also work with Workforce Connection.

Phyllis Stogbauer – Are those paid positions?

Juliette Cerecedes – Yes. Those positions pay minimum wage. There would be a paid internship and then the owner and that person would have an opportunity to find out if it is a good fit before hiring them on permanently.

Phyllis Stogbauer – Do you already have employers you work with, or are you still developing that?

Juliette Cerecedes – No, we are currently making those connections and waiting on our final approval.

Brian Chambers – We started student services based upon what was asked for us to spend 50% of our budget. We are currently going out to school districts and telling Special Education and Administration what types of student services we offer. We are starting to work with the CIE population, especially at Clovis Unified.

Phyllis Stogbauer – Is it all high school or do you go younger?

Brian Chambers – Yes. The definition of disability is they have to be 16-21 years old, permanent disability, and enrolled in some sort of academia. That could be secondary, post-secondary, or home schooled.

Phyllis Stogbauer – Is that all kids, the students with IEP?

Brian Chambers – You have to have IEPs, 504s.

**6b. Are efforts underway for the partners to collaborate on the use of CIE for job seekers with ID/DD?**

David Keosheyian – We are doing the local partnership agreements that were mandated by WIOA. We are working with DOR and Lincoln Training Center on the customized employment program design.

Phyllis Stogbauer – Most people have soft skill issues. We don't want to funnel people in just to get minimum wage jobs, but sometimes they want that. We take anywhere from 4-6 months before we send them on a job.

David Keosheyian – Where is the overlap between what you do and what DOR does?

Phyllis Stogbauer – When we are interviewing individuals and it appears there is a disability that they self-disclosed, or based on the conversation, we will refer them over and have DOR interview them. We rely on the DOR to help us make that determination if their services are best to start with. We work that out individually.

Pamela Wilson, Community Vocational Services Inc. – I just need an outside resource for soft skill classes. Are we able to send them to your team to teach them like they do everybody else?

Phyllis Stogbauer – Once we enroll we are tied to getting them a job. We co-enroll people all the time as long as their final outcome is employment.

**6c. Have discussions begun on the development of a Local Partnership Agreement to create more CIE opportunities? If not, how can this be accelerated?**

Phyllis Stogbauer – We are not mandated to have an MOU but it doesn't mean we can't. Maybe we can come up with one shared MOU so we can talk about being co-enrolled. The big issue is how we track this.

*Exhibit A-4-e Meeting notes summarizing the content of forum discussions*

Cecilia Sanchez, America Works of CA – I'm part of America Works of CA, Ticket to Work program. I work with those with disabilities. I have approached the ARC and Lincoln Training Center.

Phyllis Stogbauer – I want to have a resource guide so anyone in the community who wants to can be on a website with the services provided.

**6d. Have workforce system staff received training in serving individuals with ID/DD and are they knowledgeable about programs and services available to assist this target group? What additional training and information is needed?**

Rebeca DeLeon, A Ticket to Success – A lot of people aren't educated about disabilities. After the WIOA mandate it's gotten better. In our monthly site council meetings we take turns talking about our program and the services we provide to give a better understanding. Sometimes we just don't know.

Wendy Lomeli – We have a program specialist that works with targeted and dedicated staff working with that clientele. They know the signals and behavior to look for when it comes to customers that have a disability. I would be interested in training my other staff that are mainstream in the front lines.

Pamela Wilson – The persons centered training does a class for free to help your staff learn how to treat people with disabilities.

Wendy Lomeli – I would give priority to my non-program staff.

Phyllis – It sounds like we have a lot of good resources so we can get together and start developing some of these plans.

**6e. How are DOR and the local workforce system working together to outreach to employers and partners to support individuals with ID/DD in achieving CIE? If efforts are not yet underway, what will be done?**

Aurelio Mendoza, Department of Rehabilitation – Some of the efforts with Shawna Glazener at the Fresno Regional workforce Development Board - Business Services Center through collaborative efforts with DOR and the Workforce Connection, have established multitudes of relationships with different employers. I provide DOR workshops as a tool to provide services, and also one-on-one sessions. The approach is tailored. We also work with EDD.

Phyllis Stogbauer – When we are outreaching to employers it's the perfect time to identify if they are willing to hire individuals with disabilities.

Aurelio Mendoza – I always say the internal communication with that customer is essential.

Juliette Cerecedas – People are successfully hiring people who have disabilities and they are holding their jobs.

Brian Chambers – We just had the first graduation last week for Project Search and these are Regional Center clients that are getting real jobs, real wages, and opportunities. I'm encouraged by these programs.

**6f. Have recruitment, referral and employer engagement strategies been defined? If not, what is planned?**

Brian Chambers – We recently reached out to the Department of Industrial Relations for the apprenticeship program and this is not necessarily specific for CIE, but it could incorporate that population. There is a lot of opportunity there.

Aurelio Mendoza – You can search and see a multitude of resources within Fresno county providing apprenticeships in our area. Barbers, Electricians, and trades with metal. We always advocate for government employment because those are the types of businesses that individuals will be able to take time off related to their disability. There is a partnership between local businesses and West Hills College where they are tailoring curriculum with the apprenticeship because they want these folks that are going through it to have the skills. It's aligned with the wage.

Wendy Lomeli – We have a local Veteran's employment representative that reaches out to employers and they are dedicated. Not just advocating to veterans but they have the working knowledge to advocate to employers who are willing to work with people with disabilities.

*Exhibit A4-e Meeting notes summarizing the content of forum discussions*

Whenever there is a Rapid Response we are trying to refer companies that are in town. EDD offers seminars/workshops/topics that are at a lower cost for employers. That is how we try to advertise to our employers and also educate them about the tax incentives. We have informational flyers in our packets.

Aurelio Mendoza – We offer Windmills Training which has a sensitivity and soft skills training.

Rebeca DeLeon – We aren't going to refer someone that can't do the job. That comes with case management. That is the biggest thing, educating the population with sensitivity training, and giving them success stories.

David Keosheyman – In March of 2022 (unless it changes) the funding for programs such as work activity and employment group programs that some of these agencies provide to folks with intellectual disabilities, is going to go away. Many more are in individual placement jobs in the community so we will have a large influx for people we have to provide CIE jobs for.

Phyllis Stogbauer – A lot of those individuals that aren't on subsidized jobs will not be able to work on their own?

Juliette Cerecedes – That is where it's customized, maybe not everyone is doing this but they could. It's just finding out where there might be an opportunity. Talking to business owners and having a conversation. The idea is that the business owners will make a real connection with that job seeking person.

Phyllis Stogbauer – We are seeing a bigger push to co-enroll.

David Keosheyman – You absolutely need that.

Juliette Cerecedes – The general consensus from managers at the regional centers up north was a paid internship should not be less than a year. A three month internship just doesn't cut it. It's not enough time to really allow that person to learn the job. They need time to discover more about the person while on the job, and allow them to really develop their skills along the way.

Phyllis Stogbauer – That takes a lot of funding; paid subsidized work experience for a year at a time. Maybe it's something we can work together on. We ourselves can't do a one year for everybody but if we were sharing that work experience with multiple agencies, that is different. We want to get back together soon so we can fine tune this before it goes into the plan.

**Local Plan Stakeholder Convening  
Improving Services to English Language Learners and Foreign Born Individuals  
October 3, 2018**

**Attendee List**

1. Rebeca DeLeon	A Ticket to Success – TCOE	<a href="mailto:rdeleon@tcoe.org">rdeleon@tcoe.org</a>
2. Sylvia Maydon	Fresno County DSS	not provided
3. Lorina Napoles	Fresno County DSS	<a href="mailto:lnapoles@fresnocountyca.gov">lnapoles@fresnocountyca.gov</a>
4. Ruby DeLaCruz – Caravantes	Fresno County DSS	<a href="mailto:rmoysesian@fresnocountyca.gov">rmoysesian@fresnocountyca.gov</a>
5. Nasrin Rostami	N/A	<a href="mailto:golnasrin@gmail.com">golnasrin@gmail.com</a>
6. Maria Macedo	Proteus, Inc. Farmworker Program	<a href="mailto:mariam@proteusinc.org">mariam@proteusinc.org</a>
7. Forrest Jeffreys	Proteus, Inc. Adult/DW	<a href="mailto:fjeffreys@proteusinc.org">fjeffreys@proteusinc.org</a>
8. Roselinda Rolph	Fresno County DSS	<a href="mailto:rptorres@fresnocountyca.gov">rptorres@fresnocountyca.gov</a>
9. Teresita Magana	N/A	<a href="mailto:teretmagana@yahoo.com">teretmagana@yahoo.com</a>
10. Alejandro Segura	Centro La Familia	<a href="mailto:asegura@centrolafamilia.org">asegura@centrolafamilia.org</a>
11. Oscar Hinojosa	State Center Adult Education Consortium	<a href="mailto:oscar.h@statecenter.com">oscar.h@statecenter.com</a>
12. Anthony Gomez	EDD – Farmworker Program	<a href="mailto:anthony.gomez@edd.ca.gov">anthony.gomez@edd.ca.gov</a>
13. Adriana Chavez	SER-Jobs for Progress, Inc.	<a href="mailto:achavez@sercalifornia.org">achavez@sercalifornia.org</a>
14. Maikia Thao	ResCare Workforce Services	<a href="mailto:maikia.thao@rescare.com">maikia.thao@rescare.com</a>
15. Kajai Yang	Reading and Beyond	<a href="mailto:kyang@readingandbeyond.org">kyang@readingandbeyond.org</a>
16. Maria Ceja	Reading and Beyond	<a href="mailto:mceja@readingandbeyond.org">mceja@readingandbeyond.org</a>

# Fresno Regional Workforce Development Board

Date: October 3, 2018

Subject: Improving Services to  
English Language Learners and  
Foreign Born Individuals

## Local Plan Stakeholder Convening

Name (Please Print)	Organization	Email Address
Rebecca DeLeon	A Ticket to Success - TCOE	rdeleon@tcoe.org
Sylvia Maydon	Fresno County DSS	
Lorina Napoles	Fresno CO. DSS	lnapoles@fresnocountyca.gov
Ruby DeLaCruz Caravantes	Fresno CO DSS	rmovsesian@fresnocountyca.gov
Nasrin Rostami		golnasrin@gmail.com
Maria Macedo	Proteus x Inc. Farmworker Program	mariam@proteusinc.org
Forrest Jeffreys	Proteus Inc Adult Dislocated	FJeffreys@ProteusInc.org
Roselinda Rolph	Fresno CO. DSS	rptorres@fresnocountyca.gov
Teret Magana	English Student (Workforce)	teretmagana@yahoo.com
Alejandro Segura	Centro La Familia	asegura@CentroLaFamilia.org
OSCAR HINOJOSA	STATE CENTER Adult Education Consortium	OSCAR.h@STATECENTER.COM
Anthony Gomez	EDD - Farmworker Program	anthony.gomez@edd.ca.gov
Adriana Chavez	SER-Jobs for progress, Inc.	achavez@sercalifornia.org
Maikia Thao	ResCare Workforce	maikia.thao@rescare.com
Kajal Yang	Reading and Beyond	KYang@readingandbeyond.org
Maria Ceja	Reading and Beyond	mceja@readingandbeyond.org
Ana Escareno	FRWDB	aescareno@wfe.co

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Community and Stakeholder Forum on:

**Improving Services to English Language Learners and Foreign Born Individuals**

**October 3, 2018 @ 10:00 a.m.**

**Workforce Connection  
3302 N. Blackstone Avenue, Suite 209  
Fresno, CA 93726**

**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

**REMINDER: PLEASE TURN OFF CELL PHONES OR PUT ON VIBRATE**

## 1. CALL TO ORDER

Item #	Description
2.	Local Workforce Planning and the Biennial Updates
3.	Overview of Regional Plan Guidance Regarding English Language Learners, Foreign Born Individuals and Refugees
4.	Objectives of this Community and Stakeholder Forum
5.	For Your Consideration and Input
5a.	What are the unique needs of English language learners, foreign born individuals and refugees?
5b.	What are the principal barriers to employment faced by these individuals?
5c.	What partnerships and collaborative efforts exist that enable local organizations to provide services to meet these needs?
5d.	What outreach and recruitment strategies are effective in connecting individuals from these target groups to skills training and livable wages?
5e.	What strategies are in place to provide these individuals with job skills and training that will enable them to progress into livable wage jobs and careers?
5f.	Where do gaps in services exist for this target population and what can we do to bridge these gaps?

### ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

Disabled individuals and individuals who are limited English proficient who need special assistance to attend or participate in this meeting may request assistance by contacting the Fresno Regional Workforce Development Board, at 2125 Kern Street, Suite 208, Fresno, California, or by calling (559) 490-7100. Every effort will be made to reasonably accommodate individuals with disabilities or who are limited English proficient by making meeting materials available in alternative formats. Requests for assistance should be made at least three (3) working days in advance of the meeting.

# **IMPROVING COORDINATION AND COLLABORATION AMONG STAKEHOLDERS TO IMPROVE SERVICES TO ENGLISH LANGUAGE LEARNERS, FOREIGN BORN INDIVIDUALS AND REFUGEES**

***Fresno Regional Workforce Development Board  
October 3, 2018***

# LOCAL WORKFORCE PLANNING AND THE BIENNIAL UPDATES

- Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBs).
- In 2017, the LWDBs submitted 4-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.
- In accordance with WIOA requirements, a biennial review of the 4-year Local Plans is required.
- California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.

## Required modifications to local plans must address:

- New partnerships with CalFresh Employment and Training Programs
- New Partnerships with Local Child Support Agencies
- Enhanced Collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models
- Enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English language learners, foreign born individuals and refugees

# OVERVIEW OF REGIONAL PLAN GUIDANCE REGARDING ENGLISH LANGUAGE LEARNERS, FOREIGN BORN INDIVIDUALS AND REFUGEES

- English language learners, foreign born individuals and refugees comprise a significant percentage of California's workers
- Individuals from this target group face barriers to employment that keep family-supporting wages and entering California's middle class out of reach
- Practices from various regions in California and programs in other states suggest that models exist that are successful in accelerating skills acquisition and wage gains among this target group
- The quality and variety of partnerships, training options, career planning and support services may be key factors in achieving successful outcomes for this target population

# OBJECTIVES OF THIS COMMUNITY AND STAKEHOLDER FORUM

- Give stakeholders and the community the opportunity to weigh in on the needs of this target group
- Learn from practitioners about best practices in meeting service needs
- Identify gaps in services
- Hear recommendations for improving the content, availability and quality of services for English language learners, foreign born individuals and refugees

# FOR YOUR CONSIDERATION AND INPUT

- What are the unique needs of English language learners, foreign born individuals and refugees?
- What are the principal barriers to employment faced by these individuals?
- What partnerships and collaborative efforts exist that enable local organizations to provide services to meet these needs?

- **What outreach and recruitment strategies are effective in connecting individuals from these target groups to skills training and livable wages?**
- **What strategies are in place to provide these individuals with job skills and training that will enable them to progress into livable wage jobs and careers?**
- **Where do gaps in services exist for this target population and what can we do to bridge these gaps?**

**Thanks!**  
**We greatly appreciate your input!**

## FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

### Community and Stakeholder Forum on:

### Improving Services to English Language Learners and Foreign Born Individuals

October 3, 2018 at 10:00 a.m.

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#### Item #

#### 1. Call to Order

David Shinder called the meeting to order at 10:06 a.m.

#### 2. Local Workforce Planning and the Biennial Updates

- *Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBS).*
- *In 2017, the LWDBs submitted four (4)-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.*
- *In accordance with WIOA requirements, a biennial review of the four (4)-year Local Plans is required.*
- *California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.*
- *Required modifications to local plans must address: New partnerships with CalFresh Employment and Training Programs, new partnerships with local child support agencies, enhanced collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models, and enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English Language Learners, foreign born individuals and refugees.*

#### 3. Overview of Regional Plan Guidance Regarding English Language Learners, Foreign Born Individuals and Refugees

- *English language learners, foreign born individuals and refugees comprise a significant percentage of California's workers.*
- *Individuals from this target group face barriers to employment that keep family-supporting wages and entering California's middle class out of reach.*
- *Practices from various regions in California and programs in other states suggest that models exist that are successful in accelerating skills acquisition and wage gains among this target group.*
- *The quality and variety of partnerships, training options, career planning and support services may be key factors in achieving successful outcomes for this target population.*

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**4. Objectives of this Community and Stakeholder Forum**

- Give stakeholders and the community the opportunity to weigh in on the needs of this target group.
- Learn from practitioners about best practices in meeting service needs.
- Identify gaps in services.
- Hear recommendations for improving the content, availability and quality of services for English language learners, foreign born individuals and refugees.

**5. For Your Consideration and Input**

**5a. What are the unique needs of English language learners, foreign born individuals and refugees?**

Nasrin Rostami, Participant – Ms. Rostami is an English language learner. Job search has been difficult as she cannot understand everything on websites or on applications. She got connected with Ana Escareno, FRWDB ELL Navigator, who was able to provide the assistance she needed for improving her English, as well as help with job search and completing employment applications.

Ruby DeLaCruz-Caravantes, Fresno County Welfare to Work Program – Works with Assyrian clients in the Muslim faith. Many of these individuals are very educated but cannot find work. They would like to utilize their education, but many times end up taking whatever job they can get. It is frustrating for them to look for employment.

Maikia Thao, ResCare Workforce Services – Ms. Thao was born in Thailand and still struggles with adapting to the American culture. Many immigrants will go outside the house and practice the American culture, but at home, the native culture is still practiced. Believes immigrants need guidance and people to help influence them. Find out why they want to work. Is it to send money back home? So in addition to a language barrier, there is also a cultural barrier.

Maria Ceja, Reading and Beyond – Some immigrants will opt to take a lower paid, lower skilled job to sustain their family rather than working on getting their GED. They feel they just need to get to work to get paid.

David Shinder – Immigrants, in general tend to take lower paid, lower skills jobs to sustain their family and it minimizes their opportunity to participate in night school. Some people can manage this if the support is available to them.

Teresita Magana, Participant – Ms. Magana explained that when she first came to the US, she felt very lost. She knew her English skills weren't good, but she needed to find a job. She went to adult school to study English. She was connected with Ana Escareno, FRWDB, and got the help she needed. She had a coach and good guidance. She feels confident and motivated.

Rebeca DeLeon, A Ticket to Success – A barrier for this population is fear. If someone in their family is in the US illegally, they are hesitant to receive help from social services agencies because they believe it will "raise a red flag" and they or their family member will be reported.

**5b. What are the principal barriers to employment faced by these individuals?**

Maikia Thao, ResCare Workforce Services – Transportation to get to and from work. Many individuals in this population also do not know how to use public transportation.

Roselinda Rolph, Fresno County DSS – Transportation for individuals living in the rural areas. In some rural areas, there is only one bus a day going to and from their neighborhood to Fresno. Also there is a challenge to passing the test for a Driver's License.

Kajai Yang, Reading and Beyond – Going to interviews is a barrier for some in this population. Providers can assist with guidance, writing resumes, and job interview practice, but actually going to the interview is a struggle for many. Finding a company who can interview them in their native language is difficult. Many have to settle for low paying jobs that do not require an interview. Individuals may be embarrassed of their limited English speaking ability.

*Exhibit A-5-e Meeting notes summarizing the content of forum discussions*

David Shinder – Language is a big barrier in Fresno County, but there are also cultural barriers in working with this population.

Ruby DeLaCruz–Caravantes, Fresno County Welfare to Work Program – There are cultural issues that are barriers to employment. Some women may not be comfortable being in the presence of a man, some men would not be comfortable being interviewed by a woman, shaking hands is not the norm in some cultures between men and women.

**5c. What partnerships and collaborative efforts exist that enable local organizations to provide services to meet these needs?**

Ana Escareno, FRWDB – Under the ELL Navigator Pilot program, we've been able to partner with agencies such as the New American Legal Clinic, the Mexican Consulate, Centro La Familia, Fresno City College, the State Center Adult Education Consortium, and the Fresno County Department of Social Services.

David Shinder - Noted the importance of a “warm handoff” of a client when referring them to another agency. He stated that the disability community has a very strong network of providers that know one another and work together as a network. This discussion is a great starting to building that kind of network for this population.

Alejandro Segura, Centro La Familia – We partner with Community Based Organizations and Workforce Connection to refer our clients to if we do not have the resources in-house.

Lorina Napoles, Fresno County DSS – We work with Centro La Familia and CalWorks.

David Shinder - Asked the question “Do we have a literacy program we refer to”?

Oscar Hinojosa, State Center Adult Education Consortium – The Fresno County Library does have a literacy program. They also do outreach to the rural areas.

Anthony Gomez, EDD Farmworker Program – We refer to SER, Jobs for Progress, Inc. for GED, and also to Proteus and Adult Education.

Phyllis Stogbauer, FRWDB – In reference to ESL or literacy programs, once the school year is completed, participants lose a lot of the skills they built while they were in school. Where do individuals go to stay engaged in the learning process when there are no services available during a particular time of year?

**5d. What outreach and recruitment strategies are effective in connecting individuals from these target groups to skills training and livable wages?**

Oscar Hinojosa, State Center Adult Education Consortium – At the Consortium, we have been varying our hours. We have been thinking outside the regular hours for ESL training.

Maikia Thao, ResCare Workforce Services – We also have classes for the youth after normal business hours. Most of these participants need transportation from their parents.

Maria Ceja, Reading and Beyond – There needs to be more discussions like this. When we are at job fairs and different events, we're busy recruiting and talking to clients and don't have time to network and connect to formulate new ideas.

Anthony Gomez, EDD Farmworker Program – The time of day you try to contact clients is important. Mornings and evenings are when they are home. Also, we go to the fields to reach the farmworker population. We reach a crew of 20 – 30 people at the job sites.

Roselinda Rolph, Fresno County DSS – We're looking at social media to reach out to particular populations. Facebook is for “old people” now. The younger generation communicates via text and not the phone.

## *Exhibit A-5-e Meeting notes summarizing the content of forum discussions*

Maria Macedo, Proteus, Inc. Farmworker Program – Several times a week we post stories or events on Facebook. This has helped reach people.

Maikia Thao, ResCare Workforce Services – When you talk about refugees or immigrants, the older generation will not be on social media. Most don't have smart phones.

Ruby DeLaCruz-Caravantes, Fresno County DSS – We work with a lot of non-profit organizations, but a lot of the non-profits do not have funding to hire our clients. Things are changing at our agency and we are now going to clients' homes. Non-traditional hours will make a big difference.

David Shinder – Who's missing from this discussion?

Sylvia Maydon, Fresno County DSS – Department of Education and Adult schools.

Roselinda Rolph, Fresno County DSS – Employers

David Shinder – Are there businesses in Fresno who have been champions for the immigrant community?

Roselinda Rolph, Fresno County DSS – We have a couple of employers who will take ESL, ELL individuals, but it's not "very vast". One of the challenges we face is when we do have our clients placed in employment, sometimes the employer isn't patient with the language barrier. We try to get the employer to understand that the employee is learning the language. It is a challenge.

Phyllis Stogbauer, FRWDB – We've been trying to come up with a good Incumbent Worker Training program. They have a lot of people who are mono lingual or limited English. They're good workers and employers want to advance them; however their English limitations prevent them from doing that. What we're trying to figure out how can we get on the job site and provide help – employers want that too. But they don't have the ability. Hard for an individual to work all day and then go home and spend another two hours in a class somewhere.

David Shinder – Strategies that might be promising for the community of ELL. Their level of fluency will vary, but still could use some training. What about working with businesses to insert ESL training into the work day? Or maybe in the middle of the work day? The Employment Training Panel has funded a number of such projects for what we call incumbent workers. That's a strategy that we should give some thought to.

### **5e. What strategies are in place to provide these individuals with job skills and training that will enable them to progress into livable wage jobs and careers?**

David Shinder – Our typical strategy for delivering education services tends to be during the day, during the school year, Monday through Friday. Do we need to be more agile, a little more creative, a little more modular in the way we deliver services – like looking at mobile, nights/weekends, technology? Can we harness other resources? Can we envision alternate strategies and approaches?

Forrest Jeffreys, Proteus, Inc. Adult/DW – That's what our program coordinator has done. Non-traditional hours. When it flip flopped from younger youth/older youth – we started doing weekends, evenings, going to different Chambers. It's been successful, but we've had to do non-traditional hours to achieve it.

Maria Macedo, Proteus, Inc. Farmworker Program – I attend a lot of job fairs to find out who provides what services so when I need to refer somebody to ESL or Adult School, I know who to send them to. We partner with EDD and go to the rural community to do health fairs to let them know services are available and how you can have access to the services. We also have a mobile unit. We go to the rural areas and depending on the funding, we do child care, high school, adult, youth farmworkers. One challenge we have now a lot of people have moved out of the area because of the drought. We have to go out and find people to give services to. Rental services, food vouchers, clothing. Go to the community, utilize local media. Spanish radio stations. We go out randomly and give them a list of services we provide.

**5f. Where do gaps in services exist for this target population and what can we do to bridge these gaps?**

Adriana Chavez, SER, Jobs for Progress, Inc. – We offer different services, such as High School Fluency Program. We offer Spanish and English GED classes to farmworkers. They come in mostly from Mexico and want to learn English and we help them in Spanish also. We have classes and instruction in Spanish to get their GED. Then the next step is to get them to continue in school or get a job. We try to assist them through challenges such as transportation and child care and try to refer them. We partner with Migrant Education Program run by the Fresno County Office of Education, Proteus, Workforce Connection, and two local adult schools. We encourage them, after they obtain their GED, to go into ESL.

Forrest Jeffreys, Proteus, Inc. Adult/DW – Everything that's been talked about today is a challenge. Not a lot of follow through with literacy. I think a lot goes back to the fear factor. Also individuals may start an ELL class, but then a seasonal job comes along, so they drop out to work and then they don't want to start over.

Rebeca DeLeon, A Ticket to Success – I think working with the schools. I learn about a lot of services that are available because my kids bring the information home from school. I wonder if we could partner up with schools and send fliers home with the kids so the parents would see it. I attended a job fair at a school at the end of a school day. A lot of resources were provided for the parents.

David Shinder – Using the family network to recruit candidates. Children bringing home information – we can reach a larger group. This should absolutely be a part of our strategy.

Ana Escareno, FRWDB – One thing I would say about working with this population is that some are very skeptical in reaching out for services and resources. It's better if they have a person they know and can go to directly to help...they can talk to them in their language. It's important we continue to join forces and work together to provide services to this population.

Kajai Yang, Reading and Beyond – Asked if anyone knows where to get help translating diplomas and degrees from other countries. Oscar Hinojosa stated that the international students office at Fresno City College and Fresno State are great resources. He warned, though, to be careful because there's *translation* and there's *evaluation*. And there can be a big cost for these services.

**Community Forum on Local Workforce Planning  
November 1, 2018**

**Attendee List**

1. Sasha Feldstein	CIPC	<a href="mailto:sfeldstein@caimmigrant.org">sfeldstein@caimmigrant.org</a>
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4. Stan Tavares	Proteus, Inc.	<a href="mailto:stan@proteusinc.org">stan@proteusinc.org</a>
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6. Chris Zeitz	Reading and Beyond	<a href="mailto:czeitze@readingandbeyond.org">czeitze@readingandbeyond.org</a>
7. Pat R. Barr	FRWDB	<a href="mailto:patrbarr37@gmail.com">patrbarr37@gmail.com</a>
8. Corinna Pereira	West Hills CCD	<a href="mailto:corinna.pereira@whccd.edu">corinna.pereira@whccd.edu</a>
9. Sherri Watkins	State Center Adult Ed Consort.	<a href="mailto:sherri.watkins@statecenter.com">sherri.watkins@statecenter.com</a>

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# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

## Community Forum on Local Workforce Planning

November 1, 2018 at 5:30 p.m.

Workforce Connection  
3302 N. Blackstone Avenue, Suite 209  
Fresno, CA 93726

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**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

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**REMINDER: PLEASE TURN OFF CELL PHONES OR PUT ON VIBRATE**

### 1. CALL TO ORDER

Item #	Description
2.	Local Workforce Planning and Biennial Updates
3.	Why Hold a Community Forum?
4.	Objectives of this Community Forum
5.	For Your Consideration and Input
5a.	What services and support do job seekers need to help prepare for and find work?
5b.	What types of training are most needed in the area?
5c.	Do people in the community have a good understanding of the programs and services that area available to assist them? If not, what is the best way to get the word out?
5d.	Are there specific gaps between the services that are available and the services that people need? If so, how can we bridge those gaps?
5e.	If you were writing the local workforce plan, what would your priorities be and why?

### ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

Disabled individuals and individuals who are limited English proficient who need special assistance to attend or participate in this meeting may request assistance by contacting the Fresno Regional Workforce Development Board, at 2125 Kern Street, Suite 208, Fresno, California, or by calling (559) 490-7100. Every effort will be made to reasonably accommodate individuals with disabilities or who are limited English proficient by making meeting materials available in alternative formats. Requests for assistance should be made at least three (3) working days in advance of the meeting.

# Community Forum on Local Workforce Planning

**Fresno Regional Workforce Development Board**

November 1, 2018

# Local Workforce Planning and Biennial Updates

- ▶ Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBs).
- ▶ In 2017, the LWDBs submitted 4-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.
- ▶ In accordance with WIOA requirements, a biennial review of the 4-year Local Plans is required.
- ▶ California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.

Required modifications to local plans must address:

- ▶ New partnerships with CalFresh Employment and Training Programs
- ▶ New Partnerships with Local Child Support Agencies
- ▶ Enhanced Collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models
- ▶ Enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English language learners, foreign born individuals and refugees

# Why Hold a Community Forum?

- ▶ To ensure that the interests of client populations are placed at the center of planning conversations.
- ▶ The California Workforce Development Board is encouraging every local board to participate in a meaningful community engagement process.
- ▶ The State has also encouraged Local Boards to work with stakeholders, including community-based organizations, to better understand the data, demographics, employment trends and other relevant information specific to the populations targeted by state and local plans to develop better strategies to serve them. This engagement could be conducted through specific stakeholder input sessions that are focused on these populations.

# Objectives of this Community Forum

- ▶ Give stakeholders and the community the opportunity to weigh in on the needs of the workforce
- ▶ Learn from practitioners about best practices in meeting service needs
- ▶ Identify where gaps in services may currently exist
- ▶ Hear recommendations on building and/or strengthening services and programs to address currently unmet needs

## For Your Consideration/Input

- ▶ What services and support do job seekers need to help prepare for and find work?
- ▶ What types of training are most needed in the area?
- ▶ Do people in the community have a good understanding of the programs and services that are available to assist them? If not, what is the best way to get the word out?

- ▶ Are there specific gaps between the services that are available and the services that people need? If so, how can we bridge those gaps?
- ▶ If you were writing the local workforce plan, what would your priorities be and why?

Thanks!

We greatly appreciate your input.

## FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

### Community Forum on Local Workforce Planning

November 1, 2018 at 5:30 p.m.

Workforce Connection  
3302 N. Blackstone Avenue, Suite 209  
Fresno, CA 93726

**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

#### Item #

#### 1. Call to Order

Phyllis Stogbauer called the meeting to order at 5:35 p.m..

#### 2. Local Workforce Planning and the Biennial Updates

- *Workforce development programs operated under the federal Workforce Innovation and Opportunity Act (WIOA) are administered in California by 45 distinct Local Workforce Development Boards (LWDBS).*
- *In 2017, the LWDBs submitted four (4)-year Local Workforce Plans to the Governor, all of which were, ultimately, approved.*
- *In accordance with WIOA requirements, a biennial review of the four (4)-year Local Plans is required.*
- *California has established specific guidelines for the biennial review of Local Plans, including updates and addenda to bring the plans into alignment with California's 2018 update of the State Workforce Plan.*
- *Required modifications to local plans must address: New partnerships with CalFresh Employment and Training Programs, new partnerships with local child support agencies, enhanced collaboration with local representatives of the California Department of Rehabilitation and other agencies within the disability services network to implement Competitive Integrated Employment models, and enhanced partnerships with local education agencies, community-based organizations and other stakeholders to serve English Language Learners, foreign born individuals and refugees.*

#### 3. Why Hold a Community Forum?

- *To ensure that the interests of client populations are placed at the center of planning conversations.*
- *The California Workforce Development Board is encouraging every Local Board to participate in a meaningful community engagement process.*
- *The State has also encouraged Local Boards to work with stakeholders, including Community Based Organizations, to better understand the data, demographics, employment trends and other relevant information specific to the populations targeted by state and local plans to develop better strategies to serve them. This engagement could be conducted through specific stakeholder input sessions that are focused on these populations.*

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**4. Objectives of this Community Forum**

- Give stakeholders and the community the opportunity to weigh in on the needs of the workforce.
- Learn from practitioners about best practices in meeting service needs.
- Identify where gaps in services may currently exist.
- Hear recommendations on building and/or strengthening services and programs to address currently unmet needs.

**5. For Your Consideration and Input**

**5a. What services and support do job seekers need to help prepare for and find work?**

Stan Tavares, Proteus, Inc. – Childcare, legal assistance, transportation assistance.

Jessica Rangel, Fresno County Department of Social Services (DSS) – Soft skills training.

Chris Zeitz, Reading and Beyond – Soft skills training.

Pat Barr, FRWDB – Help with understanding and developing a spending plan for when participants begin working and making a salary.

Corinna Pereira, West Hills Community College District (WHCCD) – Access to internet.

**5b. What types of training are most needed in the area?**

Stan Tavares, Proteus, Inc. – Construction worker, warehouse worker, truck driver, and welding.

Jessica Rangel, DSS – Medical front and back office. Also align trainings with the labor market.

Pat Barr, FRWDB – Bus driving and dead tree removal.

**5c. Do people in the community have a good understanding of the programs and services that are available to assist them? If not, what is the best way to get the word out?**

Corinna Pereira, WHCCD – Hold community forums for people to come get information about training.

Pat Barr, FRWDB – Have individuals who have been through the program come and share their experience and success stories at the forums.

Stan Tavares, Proteus – Have a mobile unit to go where the people are and have resources available there.

Jessica Rangel, DSS – Social media.

Corinna Pereira, WHCCD – Social media – create Facebook page for specific communities.

Sasha Feldstein, CIPC – Have opportunities for community based organizations and service providers come and hear what is available and the process so they can go back and share with their population.

**5d. Are there specific gaps between the services that are available and the services that people need? If so, how can we bridge those gaps?**

Corinna Pereira, WHCCD – Participants are hesitant to go through training and just opt to go find a job because there are too many steps to get through the services and training.

Chris Zeitz, Reading and Beyond – Agreed with Ms. Pereira that this is a barrier for clients. Clients are focused on the short term.

Jessica Rangel, DSS – Agreed that the timeline is too long for most clients.

Maria Gonzalez, Proteus – Agreed that there are too many hoops to jump through for participants.

*Exhibit A-6-e Meeting notes summarizing the content of forum discussions*

Sherri Watkins, State Center Adult Education Consortium – Hold a networking night where all the funding sources come together to learn and make connections with each other.

Jessica Rangel, DSS – Create a workforce continuum.

Chris Zeitz, Reading and Beyond – Agreed with the creation of a workforce continuum group.

Sherri Watkins, State Center Adult Education Consortium – Agreed with the creation of the continuum, including line staff and decision makers.

**5e. If you were writing the local workforce plan, what would your priorities be and why?**

Sherri Watkins, State Center Adult Education Consortium – Pool resources to help pay clients while they are in training.

Jessica Rangel, DSS – Develop a workforce continuum group to help reduce redundancy and be more purposeful with the funding each agency has.

Sherri Watkins, State Center Adult Education Consortium – Take programs to where the people need the training rather than have them come to the service providers.

WORKFORCE DEVELOPMENT  
2125 KERN STREET SUITE 208  
FRESNO, CA 93721  
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## PROOF OF PUBLICATION

### COUNTY OF FRESNO STATE OF CALIFORNIA

### Exhibit A

The undersigned states:

McClatchy Newspapers in and on all dates herein stated was a corporation, and the owner and publisher of The Fresno Bee. The Fresno Bee is a daily newspaper of general circulation now published, and on all-the-dates herein stated was published in the City of Fresno, County of Fresno, and has been adjudged a newspaper of general circulation by the Superior Court of the County of Fresno, State of California, under the date of November 28, 1994, Action No. 520058-9.

The undersigned is and on all dates herein mentioned was a citizen of the United States, over the age of twenty-one years, and is the principal clerk of the printer and publisher of said newspaper; and that the notice, a copy of which is hereto annexed, marked Exhibit A, hereby made a part hereof, was published in The Fresno Bee in each issue thereof (in type not smaller than nonpareil), on the following dates.

February 01, 2019

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated February 11, 2019

Isabel Capps

PUBLIC NOTICE

#4062218

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
FOUR YEAR STRATEGIC PLAN MODIFICATION

The Workforce Innovation and Opportunity Act (WIOA) requires the Fresno Regional Workforce Development Board (FRWDB) to prepare, review, and submit plan modifications for the regional/local plans at the end of the first two year period of the four year plans. The plans must identify and describe the policies, procedures, and activities that are provided in Fresno County, consistent with the State plan.

The FRWDB is seeking public comments as required by the WIOA on the draft plans. Copies will be available on our website at [www.workforce-connection.com](http://www.workforce-connection.com), and for pick up at the FRWDB administrative office located at the address below, on February 1, 2019.

Comments may be submitted in writing to:

Blake Konczal, Executive Director  
Fresno Regional Workforce Development Board  
2125 Kern Street, Suite 208  
Fresno, CA 93721  
Fax: 559-490-7199  
E-mail: [WIOAplan@workforce-connection.com](mailto:WIOAplan@workforce-connection.com)

To ensure your comments can be considered, they must be received no later than 5:00 p.m. on March 4, 2018.

**Phyllis Stogbauer**

---

**From:** Phyllis Stogbauer  
**Sent:** Friday, February 01, 2019 1:04 PM  
**To:** ACLU Northern California ; cdowning@co.fresno.ca.us; cgonzales@kingsview.org; clittle@rootandrebound.org; cryjohnson@fresnocountyca.gov; cyee@cyoutreach.org; dgoetz7@gmail.com; ediaz@fresnocountyca.gov; Fresno County Probation; Fresno County Probation; hrclearance@tpocc.org; info@cosafresno.org; jhebert@caprehab.org; Joseph Oaxaca; lynn.pimentel@westcare.com; mark.padilla@fresnosheriff.org; moisesmendoza@co.fresno.ca.us; mroth.@caprehab.org; Parole - Greater Fresno Area; Patrick Turner; rcruz@bcoe.org; Re-Entry Solutions; rmartin@teamfnc.com; sewert@baartprograms.com; sholt@fresnocountyca.gov; Spencer.williams@cdcr.ca.gov; svanbruggen@fresnocountyca.gov; West Care Admin Office ; West Care Belmont Health & Wellness; WestCare - McKinley Plaza; WestCare - San Joaquin Valley Veterans; WestCare - The Living Room; WestCare Homefront; WestCare Liberty Plaza  
**Subject:** Fresno Regional Workforce Development Board WIOA Plan Modification

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Fresno Regional Workforce Development Board  
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Fresno, CA 93721  
Fax: 559-490-7199  
E-mail: [WIOAplan@workforce-connection.com](mailto:WIOAplan@workforce-connection.com)

To ensure your comments can be considered, they must be received no later than  
**5:00 p.m. on March 4, 2018.**



*Phyllis Stogbauer*

## *Exhibit A.7.c Public Notice Stakeholder Email List*

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## *Exhibit A.7.c Public Notice Stakeholder Email List*

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Thao, Jua (Julie) <[JThao@co.fresno.ca.us](mailto:JThao@co.fresno.ca.us)>;  
West Fresno Family Resource Center <[yrandleswfhcc@comcast.net](mailto:yrandleswfhcc@comcast.net)>;  
Youth Leadership Institute <[yrodriguez@yli.orgyli.org](mailto:yrodriguez@yli.orgyli.org)>;

*Exhibit A.7.c Public Notice Stakeholder Email List*

<b>Exhibit A-7-c</b>	<b>Last Name</b>	<b>Company</b>
Sandra	Lewis	1 Computadora Gratis Para Ti, Inc.
Paula	Vinzant	14th District Director
Andy	Vidak	14th District Senator
Jim	Costa	16th District Congressman
Vince	Thao	1-800 RADIATOR & A/C
Robert	Macias	1st Western Group, Inc.
Annette	Humphry	20/20 OPTOMETRIC
David	Valadao	21st District
Justin	Mendes	21st District Director
David	Nunes	22nd District
Jennifer	Morrow	22nd District Scheduler
Alisha	Gallon	23rd Assembly District
Jim	Patterson	23rd Assembly District
Craig	Stigham	3 Ink Productions
Joaquin	Arambula	31st Assembly District
Sam	Mookerjee	3S Global Business Solutions, Inc.
Debie	Hesketh	435skin
Sean	Freyne	4G Wireless, Inc.
MaryAlice	Kaloostian	8th District Director
Tom	Berryhill	8th District Senator
Yolanda	Najar	99 CENTS - 1 ST
Seng	Khang	99 CENTS - KINGS CANYON RD
MIKE	KING	A & A PORTABLES, INC.
Brenda	Vazquez	A & B wireless corp
Liliana	Gonzalez	A & L Truck Supply
Lina	Torres	A & T Mobility
Cordella	Dixon Hackett	A Better Choice Preschool
Kenneth	Brigham	A Gentle Family Dentistry
Alisa	Emmet	A J Excavation
Michelle	Daniels	A Positive Outlook
Marie	Meneses	A&M Farms
Russell	Laird	A+ Tile & Stone
Lara	Ovikian	AAA MEDICAL TRANSPORTATION
Sam	Barjoud	ABA Global
Natalie	Garcia	ABC COOLING - ALLBRITTEN
Letisha	Wiley	ABC COOLING AND HEATING
David	Guerra	ABC COOLING AND HEATING SERVICE,INC dba ALLBRITTEN
Jameel	Alhomedi	ABS Accounting Services
Luis	Allende	ABSL Construction
Linda	Bybee	AC ELECTRIC COMPANY
DAVID	MORTON	A-C ELECTRIC COMPANY
Mendi	Schacherl	A-C ELECTRIC COMPANY
Reed	Pollock	Acacia Erosion Control, Inc.
Ana	Medina	Access Plus Capital
Baldev	Birk	Access Plus Capital
Jeremy	Hofer	Access Plus Capital
Joi	Eubanks	Access Plus Capital
Nelson	Her	access plus capital
Tate	Hill	Access Plus Capital
Judy	Campa	Access Resources
Sam	Shawwa	Account Resolution Group, LLC
Dennis	Yum	ACCU Construction, Inc.
Mike	Machado	Accurate Sawcutting
Moses	Garcia	ACE CASH EXPRESS
Maria	Perez	Ace Fence Company
Monica	Bright	ACLU - NC
Sean	Bui	Acoustical Engineering Services

*Exhibit A.7.c Public Notice Stakeholder Email List*

Lisa	Rutledge	Act 1/ Apple One Employment Agency
Rex	Strowbridge	Actias
Rose	Trevino	Action Air Conditioning
Veronica	Tovar	Action Air Conditioning
Julie	Canales	ACTION AIR CONDITIONING, HEATING AND PLUMBING
Ernesto	Guzman	ACTION AIR CONTIONING
Julie	Canales	ACTION AIR CONTIONING
Veronica	Tovar	ACTION AIR CONTIONING
Scott	McCoy	Action Equipment Rentals
Mary	Lira	Activision Blizzard
Walter	Allen	Acumen
Ted	Ruiz Sr.	Ad- Venture Video
Percy	Vasquez	Adanalian & Vasquez
WILLIAM	MCCUNE	ADAPTIVE AEROSPACE CORPORATION
Adam	Nunez	Adadvanced Construction Services
Kate	King	ADCO
Michael	Rosa	ADE INC.
Iman	Kanaan	ADKO Engineering, Inc.
Majdi	Kanaan	ADKO Engineering, Inc.
Bobby	Lebeouf	Advanced Career Institute
Rick	Rodriguez	ADVANCED CAREER INSTITUTE
Farokh	Mehrshahi	Advanced Construction Solutions
Adam	Kirkpatrick	Advanced Drainage Systems, Inc.
Jessie	Johnson	Advanced Drainage Systems, Inc.
Jessie	Johnson	Advanced Drainage Systems, Inc.
Rodrigo	Hernandez	Advanced Drainage Systems, Inc.
Chris	Cortez	Advanced Metal Works
Sheng	Thao	Advanced Metal Works
Deenen	Palmer	Advanced Pain Associates of CA
Robert	Dack	Advanced Structural Design, Inc.
Stephanie	Perry	Advantage Sales Marketing
Lisa	Handschumacher	Advantage SCI
Robi	Accituno	Advantek
Amy	Worsham	ADVENTIST HEALTH
Atalie	Rosales	ADVENTIST HEALTH
Tony	Escobedo	AE Vacuum Sales &Services
Terry	Hayden	Aerial Photomapping Services
Barrie	Rokeach	Aerial/Terrestrial Photography
Jorge	Vizcaino	Aero-Environmental Consulting
Robert	Canel	Aerotek
Sean	Akin	Aerotek
Jennifer	Carlton	Aerus Electrolux
Debra	Perez	AESCO
Tamico	Washington	AGAPE COLLEGE OF BUSINESS AND SCIENCE
Alicia	Taylor	Agape Incorporated
Gayle	Salvucci	Agee Construction Corporation
Andrina	Majarian	Agrian
Cheryl	Chambers	Agrian Inc.
Terri	Greene	AGRI-CENTER INSURANCE AGENCY, INC.
Carole	Lee Helmuth	AgriLand Farming Co. Inc.
Larissa	Vossenkemper	AGRILAND FARMING COMPANY
Oscar	Aguiniga	Agriland Farming Company, Inc.
Sandy	Bain	Agriland Farming Company, Inc.
Mindy	Samuels	AGRILOGIC INSURANCE SERVICES
John Aguilar	John Aguilar	Agri-Valley Irrigation, Inc
Samuel	Hernandez	AHERN RENTALS
Leslie	Villaraza	Ahtna Government Services
Gabriel	Perez	AIM Consulting Services

*Exhibit A.7.c Public Notice Stakeholder Email List*

Lynn	Gies	AIMS EDUCATION FOUNDATION
Jennifer	Dawson	AIS Marketing Research
Ed	Kouzi	AK Consulting Engineers, INC
Tony	Akel	Akel Engineering Inc.
Seungwon	Won	Albert A Webb Associates
Cindy	Convisser	Albion Environmental, Inc.
Steve	Shuck	ALBRIGHT ELECTRIC, INC.
Patrick	Keefe	Albus-Keefe & Associates, Inc.
Tim	Patendis	Alena Foods
Belinda	Starkey	Alert Medical Training, Inc
Jack	Darrah	ALERT-O-LITE
Christy	Warner	Alert-O-Lite, Inc.
Maria	Diaz	Alfonsos
Jon	Chessum	Alin Windows
Dave	Merisko	All American
Mitch	Menzes	ALL COMMERCIAL LANDSCAPE SERVICES
Jed	Davis	All Earth Construction
Bernadette	Bray	All Family Lending & Real Estate, Inc
Bill	Jagger	All Forces Supply
Art	Zubia	All On Electric & Solar
James	Jeff	ALL VALLEY ROOFING
eladia		Allan Co
Carlos	Lopez	Allante Fence Company
Pam	Thayer-Comegys	Allergy Institute
Donald	Wallace	ALLIANCE PROTECTION & INVESTIGATION
Cheri	Cruz	Alliant University
Mark	Saldivar	Allied Electric
Alesia	Zion	Allied Grape Growers
Marcia	Silva	Allied Grape Growers 1
Pam	Bandelian	Allied Linoleum & Carpet Co
Paul	White	Allied Network Solutions, Inc.
Olga	Martinez	ALLRIGHT DIVERSIFIED SERVICE
Ricardo	Vicuna	Allstate
Pam	Smith	Alluvial Dental Center
Donna	Large	Aloha Family Optometric Group
SILBY	HERD	Alpha Poultry And Livestock Equipment, Inc.
Steve	Reyes	ALPINE PROTECTIVE SOLUTIONS LLC
Amber	Shumperd	ALS Construction Clerical
Robert	Hansen	ALTA EM, Inc.
Alex	Metsen	Alta Pacific
Patrick	Lowry	Alta Vista Solutions, Inc.
Jose	Escandon	Alterra Home Loans
Maurine	Wagner	ALTOUR International
Kelly	McBee walker	AM PAC
Ashley	Quintana	Amazin
Ming-Chen	Yu	AMC Consulting Engineers, Inc.
Hillary	Thomas	Amdal In-Home Care
Kim	Hembree	AMENITIES AVEDA DAY SPA
Steve	Dannemiller	America 1 Environmental Services
Garry	Walker	America Works
Maggie	Hollingsworth	America Works
Maggie	Hollingsworth	America Works
Cecil	Sanchez	America Works of CA
Edna	Pearson	America Works of CA
Sidarth	Mishra	AMERICA WORKS OF CALIFORNIA, INC
Bob	Adams	AMERICAN AMBULANCE
Rajesh	Patti	American Custom Private Security, Inc.
DENNIS	Jones	AMERICAN FILING SYSTEMS, INC

*Exhibit A.7.c Public Notice Stakeholder Email List*

Jesse	Canales	AMERICAN FIRST MORTGAGE
Jonathan	Ko	American Infrastructure Builders and AIM Consultin
Jesse	Solis	AMERICAN LABOR ALLIANCE
Carlos	Quezada	American Pacific Construction
Ross	Jenkins	AMERICAN PAVING CO
Luis	Galaviz	American Wrecking Inc
Robert	Aimbez	America's Tire Center
Deborah	Money	AMERIPRIDE
Tom	Legerski	Ameristar Fence Products
Brady		AMF Rodeo Lanes
Jan	Minami	AMI Concepts
James	Holland	AMTRAK
Jennifer	Ramirez	Amware
Angel	Gonzalez	AMWARE PALLET SERVICES/AMWARE LOGISTICS SERVICES L
Barbara	Conway	AMWARE PALLET SERVICES/AMWARE LOGISTICS SERVICES L
Cynthia	Parra	AMWARE PALLET SERVICES/AMWARE LOGISTICS SERVICES L
Olivia	Martinez	AMWARE PALLET SERVICES/AMWARE LOGISTICS SERVICES L
Steve	Borman	AMWARE PALLET SERVICES/AMWARE LOGISTICS SERVICES L
Dots	Oyenuga	Analysis & Solutions Consultants
RON	DIXSON	ANCHOR ACADEMY CHARTER SCHOOL
Barry	Eastman	ANDEAVOR
Marcus	Anderson	Anderson Paint Store LLC
Tom	Holmberg	Andregg Geomatics
Cindi	Lefor	Anesthesia Consultants Inc
Erendida	Aispuro	Angelica Corporation
Aley	Sisk	AngeliCare In Home Companion Care Inc.
Stephan	Claus	Angelus Waterproofing & Restoration, Inc.
Linda	Guthrie	Animal Rescue of Fresno (ARF)
Mary	Chea	ANLEY ELECTRIC
John	Maloney	Anlin Windows
Mike	Roy	Anlin Windows
Lennice	Najieb	Ann Marie Productions
Doug	Griffith	Anozira Incorporated
Sandra	Yaffe	ANTHEM BLUE CROSS
Tony	Ogbeide	ANTHONIO, INC.
Anthony	Avila	Anthony's Laser Leveling
Bruce		Anthony's Laser Leveling
Veronica	Gonzalez	ANTONINI TRUCKING
Mauricio	Acosta	AP Land Developments
Carrie	Cogburn	APC Contractors, Inc
Patricia	Preston	APEX Civil EngineeringBridgegbred
Amy	Liang	Apex Kitchen Cabinet & Granite Countertop
Lyle	Fester	A-PLUS IN HOME CARE
Mayra	Nava	APOYO FINANCIERO
Girle	Sibulboro	Apparel Arts by Gira
Austin	Wales	Appian Staffing
Kim	Tate	Apple One-Employment Services
Brenda	Rocha	Appleby & Company, Inc.
Nadine	Gonzales	Appleby & Company, Inc.
Jill	Parker	APPLEONE
Taylor	Gleich	APPLEONE
Mona	Rangel	Applied Earthworks Inc.
Steve	Grove	APPLIED TECHNOLOGY GROUP INC.
Ron	Mann	APSI Construction Management
Lydia	Leong	Aramark
Sheri	Manning-Cartwright	Ararat Armenian Cemetery
Tamar	Fagin	Arbor
Jhun	Pascual	ARBOR NURSING CENTER

*Exhibit A.7.c Public Notice Stakeholder Email List*

Robin	Turner	ArchaeoPaleo Resource Management, Inc.
Leation	Kirk	ARCHITECTURAL TESTING
Shannon	Kirk	Architectural Testing Inc
Linda	Grubb	Archway Systems, Inc
Hernan	Montoya	Arcon Structural Engineers, Inc.
Jaime	Navarro	Ardagh Group
Amber	Torres	ARDS
Becky	Rozumowicz	Area West Environmental, Inc.
Chris	Arguello	Arguello Concrete Construction.
Ilia	Vargas	ARIA COMMUNITY HEALTH CENTER
Vivian	Peralta	ARISE SOLAR
Gobind	Gill	Armstrong Pet Hospital
Eric	Humphries	Armtec
Walter	Arnold	ARNOLDS CLEANING SERVICE
Barbara	Arthur	Arthur & Orum Well Drilling
Arthur	Dyson	Arthur Dyson Architects
Caroline	Stevens	ARTHUR J. GALLAGHER & CO
Clark	Lewis	Artic Glacier
Arnold	Williams	Artistic Imaging
Arturo	g	ARTWORX GRAPHICS
DENI	SMITH	AS CONTRACTORS INC
Selene	Kaczor	ASAP PERSONAL CARE AGENCY, INC.
Gabriel	Cristofaro	Asbestos Instant Response, Inc
STEPHANIE	MARTINEZ	Asbestos Services, Inc.
Christina	Gomez	ASCENSION
Jack	Brewer	ASDI
Mittal	Kumar	Ashlan Inn Hotel
Gina	Swearington	ASHMARK ARMS
Tracie	Graham	ASKEW
Donald	Jimenez	ASPHALT TECHNOLOGY, INC.
Chad	Valorosi	Aspiranet, Inc
Chad	Valorsi, MSW, MBA	ASPIRANET, INC.
Kaye	Campbell	Asset Creation Financial
DAVID	DAVID	Associated ENGINEERING GROUP INC
Stephanie	Hawthorne	AT&T
Kristin	Houston	ATHENIX BODY SCULPTING INSTITUTE
Alice	Celedon	Athlete Fitness Equipment
Kevin	Dale	Atkinson, Andelson, Loya, Ruud and Romo, A Profess
Brett	Hunter	ATMF, Inc dba Ano-Tech Metal Finishing
Regina	Martinez	Attorney Alternative
Raj	Atwal	Atwal Insurance
Daniel	Buono	AUDI OF FRESNO
Raul	Ruiz	Auto Maxx
Laura	Ruiz	AVANCE HOME HEALTH
Yolanda	Cervantes	AVANCE HOME HEALTH
Michele	James	Avery James Inc.
Gerardo	Avila	Avila Project Management
Kim	Reimer	Avtivitynut
Ramiro	Morales	Awesome Charters & Tours
Johnathan	Hou	Axiom Coporation
TASNEEM	Katabji	B & H INTERNATIONAL
Katherine	Oakley	B & K DRYWALL
Janice	Barnes	B & K Towing
Barbara	Stewart	B Alive Vitamins
Robert	COLTRA	B C CONSTRUCTION
Tim	Hughes	B&B Hughes Construction Inc.
Bill	Bernthold	B&L Associates
Ed	Lanfranco	B&L Mechanical

*Exhibit A.7.c Public Notice Stakeholder Email List*

Ron	Arbino	B&L Mechanical, Inc.
Cheryl	Atabay	B.A.T.S. TEMPORARY SANITATION
Kate	Suenram	BA Inc.
Tom	Kaczmariski	Badger Daylighting Corp.
Kevin	Dees	Baggie Farms
Mike	Baines	BainesGroupInc
Cary	Evans	Bakersfield Pipe and Supply, Inc.
Colleen	Haraden	Balance Hydrologics, Inc.
Rebecca	Stafford	BALANCED EARTH PROFESSIONAL CLEANING SOLUTIONS
Fernando	Madrigal	Ball and Associates
Michael	Poulsen	Ball Tire and Automotive
Pam Angulo	Angulo	BALOIAN PACKING
Jeanne	Honley	Banc Home Loans
SHARYN	NEWMAN	BANKS PEST CONTROL INC
Aviva	Barazani	barazani stone inc
Caroline	Barboza	Barboza Barber Academy
Dale	Killen	Barney's Premium Foods
Dawn	Lopez	Barrier Specialty Roofing
Kamaljit	Gill	Baskin
Julio	Silva	Bay Area Structural Engineers
Joseph	Hilke	BAY INSULATION OF CALIFORNIA/BAY INDUSTRIES
Dave	Mc Clurg	Bayshore Truck Equipment Co
Cindy	Dudley	BBB
Derek	Nix	BBVA (Fresno Location)
Carrie	Schmidt	BC Schmidt Construction, Inc
Brian	Campbell	BC Urban, LLC
Clara	Quintero	BE.GROUP
Alain	Jeschien	Beam & Company
Bob	Brown	BEARING DISTRIBUTORS INC
Tina	Holm	Beautiful Homes Painting
Anne	Klapste	BEDROSIANS TILE AND STONE
Patricia	Bell	BELL MEMORIALS & GRANITE WORKS
Josie	Reyes	Bella Bod Medical Group
Kathryn	Tinsley	Bella Casa Cleaning Crew
Jessika	Feil	Bella Vista Behavior Services
Jose Antonio	Prado	Bella Vista Behavior Services
Marguerite	Bello	Bello & Associates, Structural Engineers
Heidi	Feeney	BELMONT MEMORIAL PARK
Tony	Maeze	Ben Franklin Construction
Thomas	Conti	Bengal Engineering
Mirla	Barajas	Benjamin Contracting
Karman	Cates	Bennett Engineering Services
Alyn	Matumadia	Bess Labs
Margaret	Sayah	BEST TOURS & TRAVEL
Carol	Griggs	Best Western
Mariam		Best Western
Ann	Hosford	Bethesda Lutheran Communities
Blair	Looney	Better Business Bureau
Carlos	Guzman	Better Business Bureau
Cathy	Batsch	Better Business Bureau
Doug	Ray	Better Business Bureau
George	Hillis	Better Business Bureau
Kayleena	Speakman	Better Business Bureau
Liliya	Rudan	Better Business Bureau
Manuel	Garcia	Better Business Bureau
Martha	Pinilla	Better Business Bureau
Joe	Devany	Betts Company
Laurie	Medina	Betts Company

*Exhibit A.7.c Public Notice Stakeholder Email List*

James	Thornton	Beutler Corporation
Subhash	Patel	Beyaz & Patel, Inc.
AJ	Biswas	BGV INTERNATIONAL
Alex	Huerta	BIG BROTHERS BIG SISTERS OF CENTRAL CALIFORNIA
Carrie	Simmons	BIG REALTY
Wayne	Matheny	Bigge Crane and Rigging Co.
Sanjar	Taromi	Bio Filtro USA
Kathryn	Sabilla	Bishop-Wisecarver Corporation
Janelle	Sanders	Bitwise Industries Inc.
Lois	Henry	BizFed
Melissa	Traugh	BizFed Central Valley
Randy	Shockley	BK Lighting
Adam	Holt	BLAIR, CHURCH & FLYNN CONSULTING ENGINEERS
Sarah	Putica	Blair, Church & Flynn Consulting Engineers
Tiffany	Spencer	BLAIR, CHURCH & FLYNN CONSULTING ENGINEERS
Michael	Blankenship	Blankenship & Co
Mike	Blankinship	Blankinship & Associates, Inc
Carlos	Salazar	B-Line Sales Inc.
Shaun	Cauron	BLUE DOLPHIN DESIGN & ENGINEERING
JAMES	Roberts	BLUE IRON LOGGING
Corey	Owens	BLUE JAY WIRELESS
Tim	Worth	Blue Valley Automotive
Elizabeth	Ordaz	Bocca Taqueria
Elizabeth	Ordaz	Bocca Taqueria
Mike	Fuentes	Bodeck & Rhodes
Kina	McFadden	BODILOGIK
Hal	Bolen	Bolen Fransen LLP
Brad	Boling	Boling Associates Advertising & Marketing
Ron	Heskett	Borga
Arthur	Tanner	Borga Steel Building & Components
Hector	Gonzalez	Borga Steel Building & Components
Richard	Tapley	Borga Steel Building & Components
Timothy	Goss	Borga Steel Building & Components
Amila	Roberts	Borga Steel Buildings & Components
Tim	Goss	Borga Steel Buildings & Components, Inc.
Laura	Mendoza	BORUNDA PRIVATE SEC. & PATROL
Erik	Bowen	Bowen Engineering
Elizabeth	Medina	Boxless Bookkeeping
Freddie	Boykin	Boykin & Boykin Construction Inc.
Emmanuel	Torres	BOYS & GIRLS CLUBS OF FRESNO COUNTY
Chris	White	Boys and Girls Club of Fresno County
Jim	Blagg	Boys and Girls Club of Fresno County
Brad	Peranick	BP Precision
Brad	Young	BRAD YOUNG & ASSOCIATES
Bill	Tillery	Bradford Security
Mike	Spinelli	Brad's Auto Body
Mike	Lambert	Bragg / Heavy Transport Inc.
JOE	HARRISON	BRAGG INVESTMENT COMPANY, INC.
Brandon	Sjulin	Brandon Sjulin
Deby	Hergenrader	Break the Barriers
Linda	O'Neal	Break the Barriers
Noel	Suan	brg engineering
Naun	Garcia	Bridge Web Design
Kach	Hovanessian	Bright Path Lighting, Inc.
Cindy	Hernandez	Bright Path Lighting, Inc.
Kristi	Guadagnin	Brighten Academy Kinder-Prep Preschool
Glenn	Elizarde	BRIGHTWOOD COLLEGE (KAPLAN)
Irina	Zarate	Brinderson

*Exhibit A.7.c Public Notice Stakeholder Email List*

Robyn	Dunn	Briner & Son Landscape Mgmt
Johnna	Beeson	BRJ & Associates, LLC
Patrick	McDonough	Brooks Company
Charlotte	Wright	Brooks Ransom Associates
Jeff	Brough	Brough Construction, Inc.
Curtis	Snell	Brown Sheet Metal & Mechanical, Inc.
Bruce	Hall	Bruce K. Hall Construction, Inc.
Randy	Tosi	Bruno's Iron and Metal Recycling
LARRY	DAVIS	BRYANT FUEL TECHNOLOGIES, INC.
Julie	Heiman	BSBC
Jennifer	Axtell	BSC
Cheryl	Howard	BSK Associates
Joseph	Boatwright	BSK Associates
Michael	Ng	BSK Associates
Mark	Sanchez	BUFFALO WILD WINGS
Michael	Stern	Build A Better Photograph
Marty	Bohigian	Builders Flooring
Lisa	Carvalho	Bullard Medical Group
Michael	Henebury	Bulldog Recycling
Siana	Poretti	Buona Fortuna Foods, LLC
Jacque	Thompson	Burleson Consulting, Inc.
JOHN	BURTON	BURTON'S FIRE, INC.
Mike	Anderson	Bush Construction
Kathy	Walsh	Business Waste Management
Chee	Moua	Busseto Foods
Sean	Tambagahan	Butler Graphic Design
Jayson	Brown	BYRAM HEALTHCARE
Stephen	Coyle	c
Cherpol	Yang	C All Construction
Cris	Robles	C H ROBLES & ASSOCIATES, INC
Al	Solis	C of C & Sol Development Associates, LLC
Jim	Harris	C&J Shredding Co.
Angelica	De Santiago	C&R Enterprises World Wide Inc
Angie	De Santiago	C&R Enterprises World Wide Inc
Carolyn	Childress	C&R Enterprises World Wide Inc
Mac	Rabiei	C&R Enterprises World Wide Inc
Carla	Kell-Smith	C. Kell-Smith & Associates, Inc.
Cherene	Sandidge	C. Sandidge & Associates
Suzy	Santellano	C.A Reding Company
Kay	Toliver	C.H.J., Inc.
Sherri	Eubank	CA Bank & Trust
Claudia	Graves	CA Dept of Corrections
Les	Taylor	CA Employers Assn
James	Dunn	CA Health Sciences University
Leticia	Grimaldo	CA Liquidators
Kay	Coffin	CA Society of Certified Public Accts
Mike	Demody	CABLE COM
Dan	Payne	Cable Links Construction Group
Albert	Sanchez	Cadre Design Group, Inc.
Teri	Adam	Caglia Diversified Management
Nick	Caglia	Caglia Environmental
Phillip	Gregory	Cal Engineering & Geology, Inc
Bob	Sidhu	CAL SWIFT DISTRIBUTORS
Emerson	Estrada	CALBEC Group
Manny	Saleminik	Calgeotech Egnieering Consultants, Inc.
Maritza	Garrido	California Autism Center
Candra	Donaldson	California Autism Center & Learning Group
Nicki	Cerniglia	California Autism Center & Learning Group

*Exhibit A.7.c Public Notice Stakeholder Email List*

Cristina	Cendejas	California Autism Center and Learning Group
Nicholas	De La Torre	California Autism Center and Learning Group
Todd	Fisher	California Autism Center and Learning Group
Valerie	Ruiz	California Autism Center and Learning Group
Jaime	Serrano	CALIFORNIA BEDROOMS
Alice	Ford	California Builder Services
Scott	Ford	CALIFORNIA BUILDER SERVICES
Teri	Brymer	CALIFORNIA BUSINESS MACHINES
Steve	Samuelian	California Consulting
Bob	Hall	California Consulting Partners, LLC
Sharon	Lovell	California Correctional Health Care Services
Beatriz	Alvarez	California Dairies
Cheryl	Powell	CALIFORNIA DAIRIES
Cheryll	Powell	CALIFORNIA DAIRIES
Leann	Gouveia	California Dept. of Tax and Fee Administration
Gretchen	Flohr	California Environmental Services, LLC
Roxanne	Gutierrez	CALIFORNIA GASTROENTEROLOGY ASSOCIATES
Jim	Williams	California Industrial Rubber Co.
Steven	Jackson	CALIFORNIA INSTITUTE OF MEDICAL SCIENCE
Ryan	Stiner	California Manufacturing Technology Consulting
Sandra	Rodriguez	California Materials Testing Co.
Lydia	Rojo	California Painting & Decorating
Henry	Russell	California Platinum Properties Inc
Cristina	Rodriguez	California Psychological Institute
Janet	Comer	California Quality Interiors
Tino	Aguilar	California Real Estate Appraisers
LEON	Manich	CALIFORNIA REFORESTATION INC
Kelly		California Refrigerated Express
Luis	Solis	CALIFORNIA RURAL LEGAL ASSISTANCE, INC.
Kenny	McSirren	California Solar
Jennifer	Patino	California State University, Bakersfield
Liezel	Ilarde	California State University, Bakersfield
Mark	Novak	California State University, Bakersfield
Rhonda	Dawson	California State University, Bakersfield
Ram	Nunna	California State University, Fresno
Benny	Joseph	California Steel Fab Inc.
Fabiola	Jaque	California Testing & Inspections, Inc.
Yolanda	Coronado	CALIFORNIA TREE AND LANDSCAPE
Jimmy	Frausto	California Trus Frame
Sharon	Gagnier	California TrusFrame
Samuel	Heredia	CalScapes
Dalia	Foster	CALTRANS DISTRICT 06
Cynthia	Reiter	CalViva Health
Gabriel	Mejia	Camarena Health
Cliff	Mayer	Camco
Mark	Campbell	Campbell Certified, Inc.
Khach	Sivas	CANAAN CO.
Aaron	Ordaz	Candies Tolteca
Jose	Garcia	Candies Tolteca
Mary	Ordaz	Candies Tolteca
Mary	Ordaz	Candies Tolteca
Eric	Merz	Candor Ags
Mike	Stype	Cannon Sleep
Kathi	McIntyre	CANNON SLEEP PRODUCTS - PLEASANT MATTRESS, INC.
Roy	Hight	Canteca Foods, Inc
Georgette	Bozamagian	CANTEEN OF FRESNO, INC.
David	Guerrero	Cap Recovery
Bob	McElwain	Capitol Digital Document Solutions

*Exhibit A.7.c Public Notice Stakeholder Email List*

Don	Sims	CarbonWrap Solutions, LLC
Carrie	Cardoza Bordona	Cardoza & Associates, Inc.
West	Espinoza	Care MERIDIAN
Edgar	Blunt	Career Pillar
Edgar	Sorto	Cargill Food Distribution
Diana	Soto	CARGOBARN INC.
Bruce	Jarvis	Carlile Macy, Inc.
Ralph	Goldbeck	Carlin Manufacturing
Ronda	Lewis	Carlin Manufacturing LLC
NORMAN	CARLTON	CARLTON, NORMAN B
Rick	Watson	CART
Holly	Carter	Carter & Co. Communications, Inc.
Catherine	Robles	Casa Robles Realty
Joe	Jannuzzi	Case Foundation Company
James	Casey	CASEY MOVING SYSTEMS
Casey	Smith	Casey Smith Consulting
Blanca	Alvarez	Castani Family Services
Avelino	Castellanos	castellanos service
M.	Castro	Castro & Castro
Mark	Castro	Castro Law Group, PC
Virginia	Mendoza	Catholic Charities
David	Martinez	CBDIO
Estela	Hernandez	CBDIO
Fidelina	Espinoza	CBDIO
Irma	Luna	CBDIO
Oralia	Maceda	Cbdio
Salvador	Duque	CBDIO
Vianey	Gomez	CBDIO
Virgilio	Vega Lopez	CBDIO
Melissa	Calvero	CC: Visalia Adult School
Edith	Magana	ccare
Geanie	Silva	CCBE
Valerie	Araki	CCFMG
Linda	Dang	CCG
Marianne	Serpa	CCG
Jerry	Franksen	CEA
Momina	Jalil	CECG, Inc.
Kayleen	Rosales, LVN	CEDARBROOK MEMORY CARE COMMUNITY
Lisa	Poole-Johnson	CEDARBROOK MEMORY CARE COMMUNITY
Joshua	Wiebe	Cencal CNC
Cici	Smith	Cencal Demolition Inc
Drew	Milczarek	CenCal Fitness
Mary	Kay	Center for Autism & Disorders (CARD)
Jennifer	Anooshian	CENTRAL CAL METALS
Steve	Giuffrida	Central California Blood Center
Hilary	Rauch	CENTRAL CALIFORNIA BUILDERS EXCHANGE
Jay	Johnson	Central California Electronics
Kacey	Martino	Central California Endoscopy Center
Manuel	Romero	CENTRAL CALIFORNIA LEGAL SERV.
Kim	Pavalich	Central California Sleep Center
Margaret	Goode	Central California SPCA
Israel	Lara Jr.	Central Community SBDCenter
Lai	Saeteurn	Central Star Community Services
Faye	Zimmer	Central Trailer Repair
Jennifer	Faughn	Central Valley
Monica	Mata	Central Valley Bookkeeping
Levonina	Garcia	Central Valley Childrens Services Network
Mari	Madsen	Central Valley Community Bank

*Exhibit A.7.c Public Notice Stakeholder Email List*

Marty	Murphy	CENTRAL VALLEY COMMUNITY FOUNDATION
Nick	Sahota	Central Valley Engineering and Surveying
Sergio	Carrera	Central Valley Engineering, Inc.
Sara	Janfeshan	CENTRAL VALLEY EVENTS, INC.
Mary	Renner	Central Valley Health Network
Kathy	Leonard	Central Valley Iron
Juanita	Russel	Central Valley Labels
Natalie	Corral - Huerta	CENTRAL VALLEY MEDICAL SUPPLIES
Paul	Hall	CENTRAL VALLEY MEDICAL SUPPLIES
Nash	Bazyani	Central Valley Professionals
Mary	Shapiro	Central Valley Regional Center
Tre	Ellis	Central Valley Regional Center
Pat	Biggs	Central Valley Tanks
Yenedit	Valencia	Centro Binacional Oaxaqueño (CBDIO)
Leoncio	Vasquez Santos	Centro Binacional para el Desarrollo Indigena
Norma	Trinidad-Diaz	Centro Binacional para el Desarrollo Indigena
Angelica	Perez	CENTRO LA FAMILIA
Valerie	Tinoco	CENTRO LA FAMILIA
Edgar	Olivera	Centro La Familia Advocacy Services
Margarita	Rocha	Centro La Familia Advocacy Services
Ilse	Gallardo	Centro La Familia Advocacy Services Inc
Rod	Garcia	Century Diversified, Inc.
Josh	Brody	CGS Incorporated
Erica	Cibrian	CH Industrial Tech
Charles	Rhoads	Chas Rhoads Architecture
Chris	Chase	CHASE'S FOOTHILL PETROLEUM
Arlene	Chaves	Chaves & Associates
Sonja	Speck	Chick-fil-A
Vickram	Shah	CHILDREN'S MEDICAL CENTERS OF FRESNO
Rudy	Reisender	Choice Tecnical Services Inc
Wenpei	Chou	Chou's Image, Inc.
ZOHRAB	ATARIAN	CHRISS INTERNATIONAL CAT
David	Konold	Christians in Action
Rauna	Sarno	Christians in Action
Stephanie	Anderton	Christians in Action
Katie	Bryant	Cinderella Motel Corp
Jim	Dickey	Cinquini & Passarino, Inc.
John	Carlson	Circle Automtv
Laura	Ramos	CIT
Salim	Sioufi	Citadel CPM, Inc.
Alicia	Rios	CITD Fresno
Dawn	Perkins	City of Avenal
Shawn	Miller	City of Clovis
Leon	Penney	City of Clovis Water
Ben	Gallegos	City of Firebaugh
Ben	Gallegos	City of Firebaugh
Esmeralda	Soria	City of Fresno
Kelly	Trevino	City of Fresno
Luis	Chavez	City of Fresno
Shannon	Mulhall	City of Fresno
Alma	Torres	City of Fresno - Parks & Recreation
Gary	Watahira	City of Fresno Purchasing
Helen	Nazaroff	City of Kerman
Terri	Cubillos	City Of Kerman Police Dept
Jolene	Polyack	City of Kingsburg
Matt	Flood	City of Mendota
Antonio	Gastelum	City of Parlier
Martha	Cardoso	City of Reedley - Reedley, CA

*Exhibit A.7.c Public Notice Stakeholder Email List*

Chad	McMullen	City of San Joaquin
Tom	Navarro	City of Sanger
Frankie	Olivares	City of Selma
Henry	Perea	City of Selma
Kevin	Saunders	City Wide Property Services
Olga	Lopez	Ciummo Law firm
Redentor	DelRosario	Civatech Solutions
Peter	Meng	CivilEarth Engineering (CEEgr)
Clarissa	Williams	CJC Trucking
Marianne	Collins King	CK Communications
Marianne	Collins King	CK Communications
Randy	Ghan	CLC
Arthur	Moss	CLC Parnership
David	Baquerizo	CLC Partnership
Eva	Gutierrez	CLC Partnership
Ivonne	Lopez	CLC Partnership
Jennifer	Marshall	CLC Partnership
Randy	Ghan	CLC Partnership
Sayra	Canales	CLC Partnership
Marian	Commins	CLCP
Mai	Lee	CLEAN CUT LANDSCAPING
Courtney	Kalashian	Clean Energy
Andrew	Jacoby	CLEAN STREET
William	Clevenger	Clevenger Geoconsulting, Inc.
Marlene	Carter	Clinica Sierra Vista
Melissa	Reyna	Clinica Sierra Vista
Stephanie	Yang	Clinica Sierra Vista
Gilbert	Trejo	Cloud 9 Construction
Ed	Schmalzel	Clovis Adult Education
Luke	Serpa	Clovis City Manager
Hein	Pham	Clovis Gentle Dental Care
Rick	Russel	Clovis Janitorial Supply
Bob	Whalen	Clovis Mayor
Jack	Sautter	Clovis Stationery & Office Supply, Inc.
Robert	Leroy	Clovis Stone
Eric	Zetz	Clovis Street Sweeping Svc
Amy	Whitacre	Clovis Veterans Memorial District
Robin	Fox	Club One Casino
Becky	Balistreri	CLUB ONE CASINO, INC.
Robyn	Fox	CLUB ONE CASINO, INC.
Felipe	Ceballos	CM 7 Associates
Jason	Thompson	CMC Steel Fabricators dba CMC Rebar
Kain	Sim	CMI Technology Group
Nick	Sellai	CMTI
Clint	Wood	CMW BUILDERS INC
Marissa	Trejo	Coalinga City Manager
Jennifer	Bragg	COALINGA FLORAL & GIFTS
Nathan	Vosburg	Coalinga Mayor
Bertha	Perez-Sanchez	Coalinga Neighborhood Resource Center
Lucia	Lopez	Coalinga Regional Medical Center
Varinder	Mohan	COALINGA SMOKE SHOP
Desiree	Fernandez	Coalinga State Hospital
Janine	Wallace	Coalinga State Hospital
Angela	Foanene	Coast to Coast electronics
Delisa	Kuhtz	Cobb's Tree Care
Mike	Manzie	Code 3 Corp
Arthur	Coello	Coello's Painting-Flooring-Handyman Services
Brian	Leong	COF Building/Safety

*Exhibit A.7.c Public Notice Stakeholder Email List*

John	Giannetta	COF Housing
Heidi	Briggs	COF Risk Management
Andrew	Hernandez	Cogstone Resource Management Inc.
William	Coleman	Coleman & Horowitz
Chad	Coleman	Coleman Engineering, Inc.
Laura	Davis	Colibri Ecological Consulting
Phil	Collett	Collett Enterprises-Native American Firm
Michael	Schuh	Colliers International
Beatriz	Mendez Lora	Colmena Engineering
Connie	Trujillo	COLMENERO PLASTERING
Gary	Johnson	Combined Transport
Kristin	Sandoval	Comcast
Kym	Hudson	Comerica Bank
Dawn	Peters	Comfort Keepers
Jorge	Lustre	Comfort Keepers
Sandra	Hatch	Comfort Keepers
Matt	McQuone	Comm. Electro Plating
Wendy	Kennedy	Commercial Neon, Inc
Terell	Byrd	Community Food Bank
Virginia	Yang	Community Food Bank
Luis	Leon	COMMUNITY INTEGRATED WORK PROGRAM (CIWP)
Ronnie	McCarter	Community Medical Providers
Stephanie	Hausladen	COMMUNITY REGIONAL MEDICAL CENTER
Brian	Longuefosse	Compass Aerial Mapping
Jamie	Snow	Compnology LLC
Jamie	Snow	Compnology LLC
Jason	Ehle	Comprehensive Addiction Program
Tamara	Turnipseed	Comprehensive Addiction Program
Joseph	Hebert	Comprehensive Addiction Program, Inc.
Anna	Silva	Comprehensive Youth Services
Kathleen	Mancebo	Comprehensive Youth Services of Fresno, Inc.
Kain	Sim	COMPUTER MANIA INC.
Joe	Galba	Computer Technology Solutions, INC
Michelle	Montoya	CONAM MANAGEMENT CORP
Lilia	Serrano	CONCENTRA
Gregory	Veiga	Condor Security of America, Inc
CHERYL	YOUNG	CONFIDENCE UST SERVICES INC
William	Hadaya	Congratulations in winning
Eileen	De Raadt	Congressman David Valadao
Dave	Deluca	Constar Supply
Dave	Somanchi	Construction Scheduling Experts
Julie	Thome	Construction Testing Services
Stephanie	Tovar	Contech Concrete Techniques
Tom	Lewis	Convenience Fueling Inc.
Brian	Lipscomb	Convergint Technologies
Darrin	Fleming	COOK'S COMMUNICATIONS
Terry	Hosaka	Cooper Zietz Engineers
Mike	Tatham	Copper River Country Club
Fernando	Espana	CornerCube Inc.
Todd	Goolkasian	Cornerstone Structural Engineering Group
Renie	Meier-Wong	Cornerstone Studios, Inc.
Mike	Santellan	Cor-Pac Steel Products
Wayne	Wilson	CORPORATE PROJECT MANAGEMENT INC.
Mike	Prosperi	Corrpro
Beverly	Steele	CORT
Beverly	Steele	CORT
Kerry	Marchand	Cosmec, Inc
Tina	Costella	Costella Environmental Consulting

*Exhibit A.7.c Public Notice Stakeholder Email List*

Larry	Westerlund	Council Member
Steve	Brandau	Councilmember District 2
Oliver	Baines III	Councilmember District 3
Paul	Caprioglio	Councilmember District 4
Luis	Chavez	Councilmember District 5
Clint	Olivier	Councilmember District 7
Tim	C.	Country Club Mortgage
Julie	Scholl	COUNTRY Tire & Wheel
Kimberly	Castro	Country Tire & Wheel
Edward	Hotz	County of Fresno
Laura	Lopez	County of Fresno
Sevag	Tateosian	County of Fresno - Public Health Department
Delfino	Neira	County of Fresno, Department of Social Services
Emma	Ochoa	County of Fresno, Department of Social Services
Ah	Vang	County of Fresno, DPH
Lorina	Napoles	County of Fresno-Department of Social Services
Sarah	DeLaRosa	Courtesy Staffing
Dao	Yang	Creative Concepts and Collision Repair
Steve	Tom	Creative Design Interiors
Tammy	Thompson	Creative Expressions Preschool
Christi	Banks	Creative Planning Solutions
Robert	Jones	Creegan + D'Angelo Engineers
Rafael	Aguilar	Crescent View West Charter
STEVEN	CROOK	CROOK LOGGING, INC
Breanna	Lee	CROP PRODUCTION SERVICES INC
Mariam		Crossland Economy Studio
Joe	Rivera	Crown Capital
Cynthia	Szamborski	CS Engineering
Randy	Waldeck	CSDA Architects
Nancy	Esquivel	CSI EXTERMINATORS
Nancy	Esquivel	CSI Exterminators, Inc.
Maggie	Sanchez	CSLB
Debbie	Young	CSU
Shelby	Gonzales	CSU
Nelson	Sebra	CSUF Entrepreneur in Residence
Wanda	Rogers	CSW Funding LLC DBA Construction Service Workers
Lynette	Johnson	CTS Computer Technology Solutions, Inc.
Genoveva	Islas	CULTIVA LA SALUD
Margaret	Jackson	Cultural Broker Inc.
Mary	Haynes	Cultural Brokers Inc
Veleska	Smith	Cultural Brokers, Inc.
JoAnn	Moffett	Cunningham Engineering
Darrell	Jones	CUSTOM BBQ TRAILERS
Eric	Levy	Cutler Trucking, Inc., dba: R & S Trucking
Charles	Heard	CVC Environmental, Inc.
Carmen	Garcia	CVS PHARMACY
Chris	Ward	CWArchitects
Jason	Pereira	CWE
Elizabeth	Nuno	Cyber Professional Solutions Corp
Nathan	Ponder	CyberCopy
Warner	Gash	Cyndi Pools & Spa's
Dennis	Smith	D.A. Smith Land Surveying
Derrick	Dickerson	D.O.D Construction
Craig	Chenot	D/C Recycling/Trucking
Ajay	Singh	Dabri, Inc.
Dave	Edgell	Daily Grill
Jamie	Brisco	Dale Brisco Inc
James	Dambacher	Dambacher Mountain Memorial

*Exhibit A.7.c Public Notice Stakeholder Email List*

Parris	Reed	Dana Electrical Construction
Danny	Norton	DANNY NORTON TRUCKING INC
Matthew	Guillotel	Danny's Construction Company, Inc.
Karen	Conger	DATASENSE, LLC
Nikki	Nalchajian	DAVID NALCHAJIAN
Tommy	Davila	Davila's Plastering
Esmeralda	Zaragoza	Dawn Powers DDS
Sandra	Dawson	Dawson-Mauldin Construction, Inc.
Mireya Contreras	M.	Day Worker Center of Santa Cruz
Allan	Hu	Days Inn Fresno
Dan	Bigger	DB Digital Documentation, Inc.
Jeffery	Roberts	DC16 LU 294 IUPAT
Art	Soto	DD'S DISCOUNTS
Maria	De La Cruz	De la cruz insurance
Jorge	Diaz	De La Fuente Construction, Inc
Randy	Gates	DE NOVO INK
Deborah	Finegold	Deborah Finegold DDS
Felicia	Diaz	Decipher, Inc.
Declan	Reen	Declan Reen Water Truck
Emily	Hindenburg	DEDICATED CARE
Diego	Barrera	DEERPOINT GROUP
Paris	Boone	Deerpoint Group Inc
Tracy	Enos	Def-Con Security
Stephanie	Lentz	Defenders
Janette	Fernandez	DEFINITIVE STAFFING SOLUTIONS
Chad	Chooljian	Del Rey Packing
Lorraine	Rinker	Delegata Corporation
Jana	Thornton	DELTA HEALTH SYSTEMS
JESSE	RODRIGUEZ	DELTA VOCATIONAL COUNSELING
Ebbiteanga	Abili	Deltech Engineering, Inc.
Ronald	Thompson	Demo King Demolition
Fabrizia	Smith	DENHAM RESOURCES
Stormy	Olvera	DENHAM RESOURCES
Anna	Sisneros	Dental Group Of California
Jose	De La Rosa	Dental Health & Aesthetics
Corinna	Pereira	Department of Industrial Relations
Lucero	Delatorre	department of social services
Lucero	De La Torre	department of social services
Ruby	De La Cruz-Caravara	Department of Social Services
Ruby	De La Cruz-Caravara	Department of Social Services
Catherine	Mcharry	DEPARTMENT OF VETERAN AFFAIRS
Shannon	Deen	Department of Veterans Affairs
Peter	Mosher	Dependable Petroleum Products, Inc.
Christina	Ybarra	Dept if social services
Julie	Thao	Dept. of Social Services
Katherine	Martindale	Dept. of Social Services, Child Welfare
Dennis	Claborn	Der Manouel Insurance Group
Christina	Frankel	Derivi Construction & Architecture, Inc. (DCA)
Nancy	Stern	DERMANOUEL
Philip	DeRouchey	Derouchy Masonry
Scott	Mears	Designlab 252
Tom	Gunther	DeSilva Gates Construction
Devinder	Kumar	Devinder Kumar DDS
Todd	Wood	Dewalt Corp
Jessie	Andrade	Dewey Pest Control
Harpreet	Purewal	DFA of California
Michael	Tarn	Diamond Communications, Inc.
Tom	Thomas	Diamond Roofing

*Exhibit A.7.c Public Notice Stakeholder Email List*

Monica	Diaz	DIAZ FINANCIAL
Judy	Santeufemia	Dicicco's
Jennifer	Lerma	Dicks Sporting Goods - Shaw/Valentine
Annette	Wade	DIGESTIVE & LIVER DISEASE MEDICAL CENTER
Troy	Vasquez	DIGITAL ATTIC
Gencaga	Aliyazicioglu	Digital Mapping Incorporated
Adele	Padilla	DIGNITY MEMORIAL - SERVICE CORPORATION INTERNATION
Lucas	Hutton	DIGNITY MEMORIAL - SERVICE CORPORATION INTERNATION
Dara	Davulcu	Dikita
Ernie	Randall	Dirty Ernie's Landscaping
Roderick	Goldman	Diversified Transportation Solutions
Kelly	Madruga	Divine Logic
Mark	Sisson	Dixon & Associates, Inc.
Victoria	Covarrubias	DK TRANSPORT, INC.
Clint	Krueger	DLD Lumber
Steve	Cross	DM Distribution
Suzie	Schultz	DNC (Sequoia & Kings Canyon)
Michael	Bausman	DOCSTADERED PROF. ORTHADONIC
Domenic	Tringali	DOLLAR GENERAL MARKET
Ceira	Warinner	Dollar Place
Stephen	Corda	DOLPHIN AEROSPACE AND OCEAN SCIENCES
Connie	Ryan	Dominion Courtyard
W. THOMAS	BATHE	DOMINO PLASTICS MFG, INC.
Theresa	Herr	Dooley, Herr, Pedersen & Berglund Bailey, LLP
Alan	Dorfmeier	Dorfmeier Masonry, Inc.
Geneva	Doss	Doss Technical Services
Bridgette	Garcia	Double D Farms
Michael	Ledford	DOUGLASS TRUCK BODIES, INC.
Andy	Dowdle	Dowdle & Sons Mechanical, Inc.
Richard	Aaron	Dowling Aaron Incorporated
Richard	Martinez	DPS TELECOM
Dr. Sallie	Bradley	Dr. Bradley
Dr.	Radtke	Dr. Jason Radtke D.C. (Bullard Chiropractic Clinic
Matt	Satow	Drake Haglan & Associates
Nora	Velasquez	DRI CLEAN & RESTORATION
Dave	John	Driving Specialties
Monique	Gutierrez	Drug and Alcohol Rehab Center
Jessica	Thao	DRY CREEK MEDICAL GROUP
Mike	Adams	DS SERVICES OF AMERICA INC.
Nicole	Ohanian	dss
Mike	Sandoval	Duncan Enterprises
Ricky	Dunn	Dunn & Son Recycling
Mike		Duration Painting Inc
Briana	Schneider	DUTCH BRO'S COFFEE
Chad	Briscoe	DVBE - Interval Equipment Solutions
Marc	Vasquez	DVF Advisors
Gina	Pierce	DWIGHT HOME/LOS ALTOS
Kristine	Williams	Dycora
Shelley	Wright	dycora
Mike	McClung	DYNAMAX INC.
Timothy	Cabebe	DynaTech Precision Machining
Rebecca	Bettencourt	E & J GALLO WINERY
Sarah	Lamas	E & J GALLO WINERY
CARL	HENLIN	E R VINE EQUIPMENT CO, INC
Stephanie	Hendricks	E&S RESIDENTIAL
Elvin	Moon	E.W.Moon, Inc
Ali	Nekumanesh	eagle management consulting
Shane	Simpson	EASTER SEALS BAY AREA

*Exhibit A.7.c Public Notice Stakeholder Email List*

Paul	Saldana	Economic Development Corporation
Carlton	Duty	Economic Development Corporation Serving Fresno Co
Mary	Larios	ECOWATER
Amy	Ledford	EcoWater CC
Sarah	Harrison	Ecowater CC
Lee Ann	Eager	ED: Economic Development Corporation serving Fresn
Tracy	Tosta	EDC
Christina	Johnson	EDD
Gilbert	Fernandez	EDD
Sofia	Morales	EDD
Yesenia	Armas	EDD
Steve	Gutierrez	EDD - Fresno
Edgar	Roque	Edgar D. Roque DDS
Susan	Bennett	Edison-Bethune Charter Academy
Laura	Delgado	Education and Leadership Foundation
Maria	Lemus	Education and Leadership Foundation
Raymond	Lopez	Edward Jones
Mike		EEO Networking Solutions
Andrew	Huang	EFCO Corporation
Emad	Mansour	Effective Management Services, LLC
Valerie	Taylor	Egyptian Shaolin Martial Arts
Laura	Thomas	EI&C Engineering Inc.
SIDNEY	KILBY	EL DORADO AIRCRAFT INTL SUP
Dane	Fogderude	Elaine's Pet Resorts
Debbie	Eichenberger	Elaine's Pet Resorts
Kelli Wallis	Wallis	Elaine's Pet Resorts
Richard	Saulovich	Elan Foods, Inc.
Dave	Scott	Electric Motor Shop
Marcie	Gonzales	Electric Motor Shop
Richard	Caglia	Electric Motor Shop
Richelle	Caglia	Electric Motor Shop
Susan	Crosno	Electric Motor Shop
Kathleen	Lange	Electric Motor Shop & Supply
Ray	Keith	Electric Motor Shop Inc.
Joe	Prevendar	Electrical Power Systems
Carol	DeBellis	Electronic Recyclers International
Kelly	Gardner	Elite Dental
Jarred	Lemus	ELITE SATELLITE SERVICE, INC.
Lavelle	Jones	Elite SDVOB Network
Pilar	Simpkins	Elitecare Medical Staffing LLC
Don	Davis	EMERALD CONCRETE
Don	Davis	Emerald Concrete Inc.
Fil	Leanos	Eminence Healthcare Inc
Jim	Cummins	Eminence Healthcare Inc.
David	Walsh	Emmett's Excavation, Inc.
Tammy	Douglass	Empire Safety & Supply
Shelly	Tarver	Employment Development Department
Irma	Conder	ENERGY RESOURCES
John	Engelbert	Engelbert Tax Services
Martin	Muska	Engineering Alignment Systems, Inc.
romeo	Flores	Engineering Partners, Inc
Javier	Mendoza	English and Spanish with Discipline
Isela	Naranjo	Environment Control
Isela	Naranjo	Environment Control
Kit	Seals	Environment Control
Alex	Zebarjadian	Envirosurvey, Inc.
Lorraine	Shenefield	ePlace Solutions
Bernice	Wheelock	ePlace Solutions Inc.

*Exhibit A.7.c Public Notice Stakeholder Email List*

Trisha	Route	ePlace Solutions Inc.
Cindy	Isaak	ePlace Solutions, Inc.
Laurian	Rutterbush	ePlace Solutions, Inc.
Ray	Ranta	Equity Windows & Siding Inc
Mike	Betts	ER: Betts Company
Susan	Moore	ER: Dumont Printing, Inc.
Melanie	White	ER: Hellwig Products
Troy	Brandt	ER: Hydratech
Erik	Ohlson	Erik Ohlson & Associates
Brianda	Espinosa	ESP Surveying, Inc
Scott	Larson	ESR, Inc.
Bryan	Cantwell	Estudio OCA
Brent	Coulson	Euclid Chemical
Nancy	Weaver	Eurodrip USA
Maikou	Cha	EVANS HR GROUP
Peter	Montes	Evans HR Group
Valerie	Gonzalez	Evapco
Ari	Isaak	Evri GIS Consulting
John	Soliz	Evolved Communications
Vivianna	Tagliapietra	EW Corporation
Thomas	Abercrombie	eWaste Disposal, Inc
Aaron	Kelley	EWING IRRIGATION
Karen	Brown	Exact Staffing
Hector	Domingez	EXARO Technologies Corporation
Sarah	D	Excel Procurement Services
Paul	Shock	Excelsior America
Gary	Geist	EXCELSIOR CONSTRUCTION INC
Kimberly	Majors	EXCEPTIONAL PARENTS UNLIMITED (EPU) CHILDRENS CENT
Andrea	Howard	EXCLUSIVE WIRELESS
Christy	Bourbon	Exec. Assistant to Jim Costa
Karen	Rogers	Exeltech Consulting, Inc.
Sheila	Barth	Exodus Recovery Inc
Zia	Vang	Exodus Recovery Inc
Aaron	Clark	Exodus Recovery, Inc.
Justin	Smith	Exodus Recovery, Inc.
Laura	Noyes	Express Furniture Rental
Jaime	Padron	Express Insulation
Hector & Ang	Valdez	EXPRESS TOWING
Lisa	Cummings	EXTENDED STAY AMERICA
Bill	Holtom	Extreme Manufacturing
Robin	Phoolka	EYE MEDICAL CENTER OF FRESNO
Robin	Phoolka	Eye-Q Vision
Danny	Santos	Eye-Q Vision Care
Eric	Gutnik	F.I.R.M. Associates Inc.
Eric	Manela	FACE FRESNO AREA COMMUNITY ENTERPRISES
Derrick	Floren	FACT AUTOMATED ENTRANCES, INC.
Bill	Roberts	Faencal Tartaric
Al	Soto	Fahrney Auto Group
Rebecca	Fields	FAHRNEY AUTOMOTIVE GROUP
Rebecca	Fields	Fahrney Automtoive Group
Andy	Levine	Faith in Community
John	Falcon Jr.	Falcon Builders & Developers Inc.
Alma	Robles	Family HealthCare Network
Mayra	Baca	Family HealthCare Network
Donal	Speed	FAMILY OPTIONS
Jesse	Clayton	FAMILY OPTIONS
Frances	Boyd-Shepherd	FANDD Design Studio
David	Fansler	Fansler Restaurant Group

*Exhibit A.7.c Public Notice Stakeholder Email List*

David	Flores	Fantastic Furniture
Sandy	Ruiz	FARMERS BOYS MARKET
Antonio	Valtierra	FARMERS INSURANCE
Blanca	Porras	Farmers Insurance - Blanca Porras
Ted	Cook	Fashion Furniture
EVERETT	McGhee	FAST ACTION CONSTRUCTION
Destiny	Alaniz	FAST DAY AUTO
Caryl		F-D-S Mfg Co
Harvey	Wood	FE Controls
Paul	Feinberg	Feinberg Engineering Construction
mike	Young	fencecorp, inc.
Melanie	Dean	FERGUSON ENTERPRISES
Dennis	Speer	Ferguson Safety Products, Inc.
Jesus	Fernandez, Jr.	Fernandez Barragan & Associates
Sandra	Santana	FINCA FINANCIAL
Ray	Istvanick	Fine Print
Ben	Gallegos	Firebaugh City Manager
Brady	Jenkins	Firebaugh Mayor
Craig	Richey	FIRECAT EQUIPMENT
Zachary	Darrah	FIRM
Karina	Perez	FIRST 5 FRESNO COUNTY
Dianne	Edwards	First CA Federal Credit Union
Joanne	Rider	First Family Dental
Falina	Marihart	FIRST QUALITY PRODUCE
Jerry	Luna	First String Sports
Gilbert	Fisher	Fisher Law Office
Rebecca	Miller	Fisher Manufacturing
Imelda	Hidalgo	Five Star Builders
Cheryl	Flowers	Flow Synergy Business Alliance
Adam	Crowder	Focus Forward
Coreen	Campos	Focus Forward
Irtiza	Naqvi	Focus Forward
Joanna	Litchenberg	Focus Forward
Vanessa	Brister	Focus Forward
Juliet	Baker	For Your Events & More
Larry	Schlumpberger	Foresight Surveying Inc
Linda	Forte	Forte Catalog Comp
Adam	Myles	Fortune-Ratliff General Contractors, Inc.
Elena	Crites	Forward Advantage
Oscar	Garcia	FOSTER FARMS
Margaret	Junker	Foster's Freeze
Hwanju	Repass	FOUNDATION LABORATORY
Joanne	Berryhill	Four CCCC's Construction
Preston	Cross	Four C's Construction
Jeannie	Davis	Fowler City Clerk
Leland	Parnagian	Fowler Packing
Valerie	Gardner	Fowler Packing Company
Rob	Kenny	Foxcover Trucking
Jovy	Roldan	Fr. Jovy Roldan's Priest Services
Carlos	Contreras	Frank C Alegre Tank Wash
Ron	Franklin	Franklin Young International Inc
Buck	Freeman	Freeman Construction
Marcos	Manzo	Fresh & Easy - Lemoore
Syd	Hollenden	Fresh & Easy Herndon/Fowler
Raine	Bumatay	Fresno Adult School, Cesar
Michelle	Garcia	Fresno Area Hispanic Foundation
Sandra	Vidrio	Fresno Area Hispanic Foundation
Yery	Olivares	Fresno Area Hispanic Foundation

*Exhibit A.7.c Public Notice Stakeholder Email List*

Augie	Quiroz	Fresno Area Workforce
Niki	Singleton	Fresno Barrios Unidos
Tom	Nehf	Fresno Beverage
Rodney	Olson	FRESNO BODY WORKS NORTH
Sal	Quintero	Fresno BOS
Amy	Davis	Fresno Business Council/SJVMA
Linda	Washington	Fresno Career Development Institute
Nu	Vang	Fresno Center for New Americans
Angela	Vasquez	Fresno Chamber of Commerce
Nathan	Ahle	Fresno Chamber of Commerce
Nicole	Boggio	Fresno Chrysler
Becky	Barabe	Fresno City College
Becky	Barabe	Fresno City College
Carole	Goldsmith	Fresno City College
Natalie	Culver-Dockins	Fresno City College
Claudia	Miller	Fresno Convention & Entertainment Center
Sarah	Fuentes	Fresno County
Andreas	Borgeas	Fresno County Board of Supervisors - District 2
Buddy	Mendes	Fresno County Board of Supervisors - District 4
Nathan	Magsig	Fresno County Board of Supervisors - District 5
Leila	Gholamrezaei-Eha	Fresno County Department of Public Health
Souk	Thipavong	Fresno County Department of Social Services
Deborah	Spurrier	Fresno County DSS
Lee	Yang	Fresno County DSS
Lorianna	Gomez	Fresno County DSS
Mai	Thao	Fresno County DSS
Juan	Carranza	Fresno County Economic Development Corporation
Will	Oliver	Fresno County Economic Development Corporation
Andrea	Reyes	Fresno County EDC
Clay	Gilpin	FRESNO COUNTY EDC
Jacob	Villagomez	Fresno County EDC
Jose	Mora	Fresno County EDC
Lavell	Tyler	Fresno County EDC
Domingo	Zapata	Fresno County Hispanic Commission
Francis	Castaneda	Fresno County Hispanic Commission
Mark	Berner	Fresno County Library
Mary	Marshall	Fresno County Office of Education
Valerie	Vuicich	Fresno County Office of Education
Elva	Hernandez	Fresno County Office of Education- Afterschool Pro
Bob	Wilson	Fresno County Private Security
Maria	Ramirez	FRESNO COUNTY PRIVATE SECURITY
Kayatana	Davis	Fresno County Probation
Shannon	Morrison	Fresno County Public Library
Sylvia	Salazar	Fresno County Social Services
Gabriela	Bravo	FRESNO COUNTY, EOC
Admin		Fresno Dental Surgery Ctr
Brian	Angus	Fresno Economic Opportunities Commission
Jeff	Davis	Fresno Economic Opportunities Commission
Michelle	Tutunjian	Fresno Economic Opportunities Commission
Paul	McLain-Lugowski	Fresno Economic Opportunities Commission
Jennifer	Tierce	FRESNO ECONOMIC OPPORTUNITIES COMMISSION (FRESNO E
Selene	Kinder	Fresno EDC
Sherry	Neil	Fresno EOC
Stella	Ramirez	Fresno EOC
Vicki	Wright-Montgomery	Fresno EOC
Leticia	Taylor	Fresno Family Dentistry
Norma	Forbes	Fresno Healty Communities Access Partners OJT
Danielle	Mayer	Fresno Ideaworks

*Exhibit A.7.c Public Notice Stakeholder Email List*

Lynn	Rowe	FRESNO IRRIGATION DISTRICT
September	Singh, MA, PHR	FRESNO IRRIGATION DISTRICT
Sophia	Perneta	FRESNO IRRIGATION DISTRICT
Lee	Brand	Fresno Mayor
Eva	Velasco	Fresno Medical Center
Jasmer	Dhillon	FRESNO MEDICAL CENTER, INC
Tara	Gray	Fresno Metro Black Chamber of Commerce
Keith	Bergthold	Fresno Metro Ministry
Keith	Bergthold	Fresno Metro Ministry
Kelsey	McVey	Fresno Metro Ministry
Chanel	Ruiz-Mendez	Fresno Metropolitan Ministry
Bob	Wulf	Fresno Oxygen
Leonard	Haupt	fresno oxygen
Veronica	Watson	FRESNO PACIFIC COLLEGE
Chris	Kirk	FRESNO PLUMBING & HEATING
Brandi	Phebus	Fresno Police Department
LLoyd	Flores	Fresno Police Department
Lydia	Carrasco	Fresno Police Department
Paul	Zarasua	Fresno Police Department
Phil	Cooley	Fresno Police Department
Chad	Wadsworth	Fresno Pool Chlor Inc
Jenny	Siwek	FRESNO POST ACUTE CARE (FORMERLY KNOWN AS GOLDEN C
Sharron	Shockley	Fresno Produce Co
Melissa	Mendes	Fresno Regional WDB
Joe	Cervantes	Fresno Regional Workforce Development Board
Joan	Yantis	FRESNO SAS SHOES, INC.
Jeff	Macon	Fresno State Lyles Center For Innovation and Entre
Michelle	Jones	Fresno TAP Recycling
Kurt	Madden	Fresno Unified School District
Chuck	Riojas	Fresno, Madera, Tulare, & Kings Counties BTC
Chuck	Riojas	Fresno, Madera, Tulare, Kings BTC
Robert	Hernandez	Fresno/Clovis Convention & Visitors Bureau
Stacey	Buyers	FRS - Spectra Inc (aka Spectra Stamps)
Joel	Pena	Fruit Fillings Inc
Fred	Garza	Fruit Harvest
Leland	Frye	Frye Plumbing Inc
Amy	Roper	Fryer Roofing Co., Inc.
Blanca	Casanova	Full Steam Staffing
Cris	Leon	FUNCTIONAL INTEGRATED THERAPY (F.I.T.) MEDICAL COR
Saed	Saed	FURNITURE CITY
BENITO	Garza	G & F JANITORIAL
Paula	Hutchinson	G Debbas Chocolatier
Debra	Gingell	G Star Transport LLC
Jay	Youngkamp	G&G Risk Management Consultants Inc.
Greg	Ramirez	G. Ramirez Concrete, Inc.
Jorge	Galindo	GALINDOS MOBILE CAR WASH
Axel	Nitschke	Gall Zeidler Consultants
Giana	Ghilotti	GAP, Inc.
Maria	Cervantes	GAP, INC. - DISTRIBUTION CENTER
Pang Cha	Xiong	GAP, INC. - DISTRIBUTION CENTER
Sara	White	GAP, INC. - DISTRIBUTION CENTER
Marbella	Cruz	Gar tootelian inc.
Epi	Garcia	Garcia's Janitorial
Joe	Gardner	Gardner Window Solutions
Marueen	Muldavin	Garteiser Honea, P.C.
Gary	Smith	GARY M SMITH TRUCKING INC
Kent	Gasch	Gasch Geophysical Services, Inc.
Lorena	Ramirez	Gat Tootelian, Inc

*Exhibit A.7.c Public Notice Stakeholder Email List*

Art	Gastelum	Gateway Science & Engineering, Inc.
Scott	Miller	Gazebo Gardens
Dianna	Shafer	GAZEBO GARDENS NURSERY CO., INC.
Emile	Gardner	GC Tech
GEWARGIS	Narso	GEHVAC COMPANY
Sam	Geil	Geil Consulting
John	Moreno	Gemstone Masonry Inc
Violette	Sedagat	Geo-Advantec, Inc.
DONNA	KELLER	GEOANALYTICAL LABORATORIES, INC
Doug	Farmer	Geo-Cell Solutions, Inc.
Megan	Gosch	Geografika Consulting
Don	Frauenholtz	GEORGE DAKOVICH & SON, INC.
G. "Neel"	Neelakantan	Geotechnical Consultants, Inc.
Jerry	Yang	GeoTrinity Consultants, Inc
Gerdau	Reinforcing Steel	Gerdau Reinforcing Steel
Dennis	Montalbano	German Auto Repair Inc.
Dennis	Montalbano	German Auto Repair Inc.
Guillermo	Luzardo	GFL Consulting, LLC
Marshawn	Govan	GHS Govans Construction Clean Up Inc
Jim	Seamans	Gibbs International Inc
Teresa	Gilardoni	Gilardoni Construction, Inc.
Harry	Gill	Gill Freight Management
Jennie	Guadagno	Girl Scouts of Central CA South
Megan	Doering	Girl Scouts of Central California South
Patty	Craven	Girl Scouts of Central California South
Russel	Statham	Girl Scouts of Central California South
Ghazala	Khan	GK & Associates
Andy	Montijo	Glacier Refrigeration and Air, Inc.
Justin	Nilmeier	Glenn K Nilmeier Trucking, Inc.
Mark	Eckert	Global Blue DVBE
Rodrigo Prou	Proust	Global Probe / Mundo Environmental
Lewis	Dunigan	Go Express
Janet	Vilhauer	Go Express L.L.C
Daljit	Bains	Go-Biz
Lillian	Conroe	Go-Biz
Manjeet	McCarthy	Go-Biz
Megan	Hodapp	GO-Biz
Laura	Flores	Gold Central
Deandre	Moore	Gold Hearted Clothing
Stephanie	Quan	Golden California Meat Packers
Rachel	Juarez	Golden Eagle Charter, Inc.
Matasha	Bailey	GOLDEN STATE FAMILY SERVICES (GSFS)
Keri	Oviedo	GoldenLiving
Mark Bittner	Bittner	Golder Associates
Armen	Petrosyan	Good Guys
Liz	Cruz	Goodwill - Clovis
Melissa	Jahnke	GOODWILL INDUSTRIES
Tina	Graham	Graham Concrete Construction, Inc.
Cristina	Saldivar	Grancell, Stander, Reubens, Thomas and Kinsey
Jim	Ganduglia	Granduglia Trucking
Nathalie	Cervantes	Granville Homes
Shervin	Shams	GRANVILLE HOMES
Nancy	Flores	Graveline Financial
Mike	Ferretti	Great Harvest Bread
Valeria	Pieroni	Greater Reedley Chamber of Commerce
Rick	McFerrin	Greatwide Logistics
Carole Green	Green	Green Building Products Inc.
Jason	Alandy	Green Valley Consulting Engineers

*Exhibit A.7.c Public Notice Stakeholder Email List*

Arde Bedjanian	Bedjanian	GreenDart Inc
Karina	Gonzalez	GRID Alternatives
Tom Griego	Griego	Griego and Associates
Ivan	Garcia	GRIFF Communications
Luke Walker	Walker	Griffith Company
Henry Grimm	Grimmick	Grimmick Consulting Services
Dulce	Fernandez	Grimmway Farms
Dulce	Fernandez	Grimway Farms
Dennis	Grossman	GROSSMAN LAW OFFICES
Heins	Kart Pedersen	GRUNFOS PUMPS MANUFACTURING CO
Sue	Bohigian	GRUNFOS PUMPS MANUFACTURING CO
Yolanda	Portillo	GSJ Utility Supply & Service
RALPH	WISE	GT Aero LLC
Carmen	Toledo	GTO Foods, Inc
Jesse	Toledo	GTO Foods, Inc
Lily	Yang	Guardian Industries Corp.
Anne	Sondergard	Guerriero Cold Storage
Lenny	Reidling	Guida Surveying Inc.
Michael	Jew	Guri's Grubhouse
Marla	Jeffrey	Gusmer
Daljit	Gill	H & D Gill Bros. Inc dba Baskin Robbins
Andre	Price	H & R Block
Carlos	Estrada	H & R Block
Jason	McPherson	H2O 2 GO, LLC
Torin	Blount	Habitat for Humanity
Joan	Cook	Habitat for Humanity Fresno
David	Holguin	Hacienda Computing Services
Lillian	Jewell	Hamner, Jewell & Associates
Hardeep	Kaur	Hampton Inn - Northwest Fresno
Harold	Switzer, Jr.	Hands-On Executive Janitorial Services, Inc.
Nick	Dvorak	Handyman Connection
Andrea	Marquez	Hanger Prosthetics
Richard	Krum	Hanna Brophy Mac Lean Mc Aleer
Mike	Hamzy	Harbison International Inc
Cynthia	Hamilton	Harmony Bay Apartments
Elaine	Everest	Harris & Lee Environmental Sciences, LLC
Sandy	Harris Thomson	Harris Blade Rental
Michael	Lockie	Harris Manufacturing
Robert	Cain	Harris Manufacturing
Adriana	Moreno	Harris Ranch
Maria	Cuevas	Harris Ranch Beef Co.
Paula	Carrillo	Harris Ranch Beef Company
Maria	Cuevas	HARRIS RANCH BEEF COMPANY
Suzy	Gutierrez	Harris Ranch Beef Company
Randell	Harrison	Harrison Engineering Inc.
Rebecca	Baker	Harvard Risk Management Corporation
Russell	Hashimoto	Hashimoto Tile
SARAH	DOSSAJI	HATIMI ENTERPRISE
Carmela	Rivera	HAVENS FOR TOTAL SECURITY (1 REFERRAL)
Jasper	Herrera	HCL Engineering & Surveying, LLC
John	Hancock	HD Supply Waterworks
Tina	Mathis	Heald College
Craig	Levine	Health Markets
Maria	Boling	Health Markets
Brett	Jenkins	HEALTH METRICS, INC.
Brandy	Morales	HEALTHCOMP
Vang	Lee	Healthy Home Solutions LLC
Wendy	Chen	HEARTLAND DRILLING

*Exhibit A.7.c Public Notice Stakeholder Email List*

Hector	Lopez	Hector's Cakes
Emilio	Sandoval	HELADOS LA TAPATIA
Ines	Mad	Helados La Tapatia
Randy	Alvarado	Helena Industries
Augustine	Santellano	Helios TFB, Inc
Eric	Takikawa	Helios TFB, inc.
Augie	Santellano	Helios-TFB, Inc.
Jason	Borders	Helios-tfb.com
Melanie	Hellwig White	Hellwig Products
Laneesha	Senegal	Helping Others Pursue Excellence
Lisa	Jura	Henry's Trucking, Inc (Subsidiary of Fig Garden Pac
Jeff	Hensley	hensley associates
Skip	White	Heppner Iron & Metal Co.
Tom	Herlache	Herlache & Sons Painting Inc.
Nick	Hernandez	Hernandez Painting
Tiffany	Collins	Heron Pointe Apartments
Julie	Ashley	HERTZ CORPORATION
Gary	Kiehl	Hi Tech Unlimited
Chelsey	Scott	HIGH PERFORMANCE TURF INC.
Heather	Kircher	High Tech Home
Peter	Montez	HIGHLANDS ENERGY SERVICES
David	Malcom	HIGHSIERRA SHOWERHEADS
April	Henry	Highway City Community Development
Carolyn	True	HILL COUNTRY STAFFING
Harbhajan Ka	Randhawa	Hill Crest Senior Care
Cynthia	Jones	Hilton Garden Inn
Tommie	Johnson	Hilton Garden Inn
Brenda	Pena	HINDS HOSPICE
Lilika	Stratigos	Hinds Hospice
Liya	Moolchan	Hinds Hospice
Lucy	Viloria	Hinds Hospice
Teresa	Leija	Hinds Hospice
Stephanie	Randolph	HIRE UP STAFFING
Tara	Tarasen	Hispanos Unidos Immigration Services
BEN	RUTHMAN	HI-TECH EMERGENCY VEHICLE SERVICE, INC.
Eileen	Donovan	HJI Group
Gregory	Delgado	HMC Architects
Kevin	Parkinson	HMC Group Marketing
Erik	Hoffman	Hoffman Management & Construction Corporation
joseph	castro	HOFFMAN SECURITY
Lizbeth	Camarena	Holland Nut Company
Chris	Allen	Holliday Rock Companies, Inc.
Dominique	Howell	Hollywood Construction
Holly	Howell	Hollywood Construction
Jack	Holt	Holt Lumber Inc
Sean	Williams	Home Delivery Inc
Alisha	Conner	HOME DEPOT
Noel	David	HONDA NORTH
Christine	Gutierrez	Horizon Nut
Michael	Stevenson	Horizon Water and Environment
Thomas	Horn	HORN TECHNOLOGIES & SERVICES, INC
Garrett	Linker	Hospital Reimbursement LLC
Alicia	Cunha	Hotel Piccadilly
Brenda	Perez	Hotel Piccadilly
Daniel	Thomas	Hotel Piccadilly
Nemesio	Vera	Hotel Piccadilly
Paula	Flores	Hotel Piccadilly
Renee	Williams	Hotel Piccadilly

*Exhibit A.7.c Public Notice Stakeholder Email List*

Zeno	Jonas	Hotel Piccadilly
Sandy	Acuna	HOUSE OF OPULENCE
Gabriela	Arias	HOUSING ON MERIT
Diane	Dalesio	HQE Incorporated
Richard	Haro	HSI Engineering, Inc
David	Hulett	Hulett & Associates, LLC
R. Kevin	Tillis	Hultgren - Tillis Engineer
Faalelei	Taualii	HUMAN POTENTIAL CONSULTANTS, LLC
Carissa	St. Peters	Human Resource Consulting Inc.
Alyssa	Collins	Human Resources
Vang	Kue	Human Resources Manager
Jennifer	Sanchez	HUMANSIZE
Lisa	DeBenedetto	Hungry Bear Fundraising
Sandy	Hunter	Hunter Hawk, Inc.
Thuy	Phan	Huseby
Vasili	Sotiropulos	Hyatt Real Estate
Dave	Ogden	Hydratech
Leah	Peters	Hydratech
David	Hylton	Hylton Security Incorporated
Norma	Davis	IBEW Local 100
Chuck	Stanton	IBEW: Fresno, Madera, Kings & Tulare Counties JATC
Chastie	Neal	iCAN Business & Marketing Solutions
Mike	Davis	ICF International
Lucky	Bourn	Idaho Milk Transport
Vicki	Barbato	Ideal Saw Works
Irma	Machado	IM Enterprises LLC
Virginia	Madueno	Imagen LLC
Abraham	Venegas	Impress Printing
Jeffrey	Wharton	IMPulse NC LLC
Umesh	Dudaney	Indigo Systems LLC
Marcelo	Cairo	Inertia Engineers
Jennifer	Wilkes	Infrastructure Engineering Corporation
Jeff	Jankovic	Initiative Foods
James	Ypma	INITIATIVE FOODS, INC.
John	Neale	Inland Star
Mike	O'Donnell	Inland Star
Wayne	Goudreau	Innovation Commercial Flooring Inc.
Larry	Wick	Innovative Federal Operations Group, LLC
Jessica	Cozen	INNOVATIVE IT
Mario	Alarcon	InsiteCivil, Inc.
Lisa	Hamilton	Inspection Services, Inc.
Kasey	Kahl	Insta Chiropractic
Joe	Haydock	Institute of Technology
Sharon	Walker	Institute of Technology
Sharon	Walker	Institute of Technology/Select Education Group
Donna	Hacker	Insul-Flow, Inc.
Ali	Morris	Integ Enterprises LLC
Ali	Morris	Integ Enterprises LLC
Isabel	Sandez	Integrated Scanning of America
Cecelia	McCloy	Integrated Science Solutions, Inc. (ISSi)
James	Richardson	Integrating Healthcare
Karen	Rubino	Integris Management Group
Sharon	Irwin	Integrity Wire Inc
Dave	Morgan	Intellaprint Systems
Sarah	Ahmed	INTERIM HEALTHCARE
Kat	Bulger	Interim HealthCare of the Central Valley
Lisa	Elsalhi	Interim Personal Care of the Central Valley
Jo Lynn	Dowell	Internal Medicine Specialists

*Exhibit A.7.c Public Notice Stakeholder Email List*

Keith	Kershner	Internal Revenue Service
Ronny	Jungk	International Brotherhood of Electrical Workers
Fernando	Flores	International Catering
Joy	Mohler	International Glace, Inc.
Kao	Lee-Hinds	International Market dba Asia Supermarket
Mary	Jones	International Word Processing Services
Randa	Milliron	INTERORBITAL SYSTEMS
Steve	Capuchino	Inter-State Oil Co.
Linda	Quick	INTERSTATE TOWING SERVICES
Brock	Lee	Intrade Industries
Pete	Varma	Intraline, Inc
Geni	Lucas	Intregated Energy Systems
Vijay	Mididaddi	Intueor Consulting, Inc.
Chelsi	Phebus	IOT
Didier	Ascencio	IRS
Dr. David	Austin	Ivy International Institute, Inc
John	Marques	J & C Transport
JOHN	Barnum	J & R BARNUM EQUIPMENT, INC
Ashly	Sanders	J A Sanders Construction
Jackie	House	J House Environmental, Inc.
Brandy	Fuller	J S West Propane
James	Flynn	J. Engineering, Inc.
Charlene	Palmer	J.L. Patterson & Associates, Inc.
Scott	Ransdell	J.R. Conkey & Associates
Noemy	Chavez	JACK AND JILL'S EDUCATION CTR.
Cecil	Jack, Sr.	Jack/Novicio Insurance Agency
Ron	Rudolf	Jack's Butane Svc Inc
Tim	Jackson	Jackson Construction Inc
Albert	Nijland	JAD & Associates, LLC
Juan	Gonzalez	JAG Productions
David	Clay	Jain Irrigation
Gricelda	Vasquez	Jain Irrigation
Walter	Minyard	Jain Irrigation
Patrick	Koop	Jain Irrigation In.
Patrick	Koop, PHR	JAIN IRRIGATION INC.
Rangel	Melendez	JAIN Irrigation Inc.
Jennie	Chinn	Jain Irrigation, Inc.
Russell	Clark	Jain Irrigation, Inc.
Brad	Kendall	JAMAR RESIDENTIAL SERVICE
Ken	Smith	James & Company Lighting
James	Creighton	James L. Creighton
Jane	Taniguchi	JANE TANIGUCHI-ALLEN INDEPENTDENT BROKER
Oscar	Gerard	JARA TRANSPORT
James	Clark	Jay Homes
Vikram	Katyal	JayByte IT Services
Myrna	Flores	JBS
Mike	Westley	JBT FoodTech
Chico	Puentes	JCP's Custom Detail Shop
Gabriela	Gomez	JD Food
Ken	Ford	JD Food
Caroline	Perez	JD HOMES
Joe	Miller	JE Miller & Associates
Charlie	Gregg	Jed Francis Inc.
Jeff	Gardner	jeff alan gard architect
Alex	Luna	JEM Management
Kris	Stuebner	JEM Management
Marianne	Osbourne	JEM Management
Lorean	Haupt	Jem Restaurant Management

*Exhibit A.7.c Public Notice Stakeholder Email List*

Marianne	Osborne	Jem Restaurant Management
Kip	Olson	Jensen & Pilegard
Will	Hinton	JET Drilling inc.
Laurie	Wax	Jet Print & Copy
Ricardo	Mendonca	Jiffy Food Store
Anthony	Sisco	Jiffy Lube
Darlene		Jim Stamper
DARON	Hobson	JIM'S SUPPLY CO, INC.
Jay	Petersen	JIT Outsource
Ashlyn	Walker	J-IT OUTSOURCE
Caryn	Wiser	JLS Inviornmental Construction
John	Cruikshank	JMC2
Jose	Moraga	Jmoraga construction
Monica	Tovar	JMP Business Systems
Melissa	Abby	Job Corps
Diana	Stuber	Job Searching
Sandra	Quintania	Jobs Specs, Inc "Harbor Rail of Fresno"
Joe	Parks	Joe Parks & Associates of Fresyes Realty
Joel	Murillo	JOEL M MURILLO ATTORNEY AT LAW
Larry	Johanson	Johanson Transportation Services
Edwin	Minch	John Minch and Associates, Inc.
Carmen	Lopez	John Muir Charter School
John	Sarmiento	John Sarmiento & Associates
Michael	Niven	John Semsen Landscaping Company
leslie	rhodes	Johnson Drilling Co
Josephine	Huges	Josephine's Professional Staffing, Inc. dba Joseph
Jason	Lamborn	JP LAMBORN CO.
Jane	Quebe	JP Marketing
Jeanna	Antonino	JP Marketing
James	Lopez	JPL Engineering Inc.
Joe	Kaczmarek	JPLambon
Jonathan Reid	Reid	JR Designs
Jim	Ruiz	JR Management Solutions
Ramona	Sargentini	J'S COMMUNICATIONS
Eric	Maki	JS West and Companies
James	Sinkiewicz	JSCS Computer Solutions,
Donna	Goss	JSH Investments Group
Judith	Buethe	Judith Buethe Communications
Julian	VanDyke	Julian's Quality Cleaning Service
Julie Eldridge	Eldridge	Julie Eldridge, AICP
Ramona	Dunn	Just 4 Kidz Inc
Keith	David	K & L Inspection Service Inc.
Smita	Roullard	Kaiser Permanente Fresno
Hector	Zavala	KASA Construction
Dough	Galley	Kasparian's Paint Center
Patti	Post	Katz & Associates, Inc.
Brenda	Richardson	KAWEAH CONTAINER
Diana	Chavez	Kaweah Container
Michelle	Aguilar	KAWEAH CONTAINER
Norma	Mejia	Kaweah Container
Tony	Soto	KAWEAH CONTAINER
Vanessa	Medlock	KAWEAH CONTAINER
Thomas	Townsend	KAWEAH EQUIPMENT COMPANY
Valeri-Michell	Crawford	KBS Staffing
Ibrahim	Mustafa	KC Construction
Karl	Pierce	KCPierce&Associates
Patty	Leon	Kearney Dental
Bobby	Kearney	Kearney Metals

*Exhibit A.7.c Public Notice Stakeholder Email List*

Shelby	Vincent	KEARNEY METALS
Leslie	Cole	Kee Safety, Inc.
Jim	Keegan	Keegan Engineering
Tytus	Clark	KEEPING IT KLEEN
Joanna	Odabashian	Keller Williams Westland Realty
Sandra	Ramirez	Kelly Services
Sandra	Ramirez	Kelly Services
Tina	Gomez	KELLY SERVICES
Destrie	Rathwick	Ken's Sealing & Striping
Urania	Gonzalez	KERMAN DIALYSIS CENTER LLC
William	Elliott	Kern Community College
Bonita	Steele	Kern Community College District
David	Teasdale	Kern Community College District
John	Means	Kern Community College District
Travis	Simmons	Kern County Construction, Inc.
JOHNNIE	SAUNDERS	KERN HOT SHOT, INC.
Danette	Scarry	Kern WIB
Linda	West	Kern WIB
Rob	England	Kern, Inyo and Mono Counties CLC
John	Spaulding	Kern, Inyo, Mono BTC
Andrew	Kerr	Kerr Insurance & Associates
Kevin	Fennimore	Kevin Fennimore CPE
Martin	Gonzalez	KFC of Fresno, Inc.
Walleed	Abdulqawi	KFC of Fresno, Inc.
SHINDA	Upple	KHALSA RANCH LLC
Deana	Jack	Kiddie Kastle
Brent	Edwards	Kids Dental Kare
Kim	Lee	Kindle Defense Group, Inc
LISA	BARRY	KINEMATIC AUTOMATION, INC.
John	Arabian	Kings River Powder Coating
Alexander	Henderson	Kingsburg City Manager
Kaitlyn	Groft	Kingsburg District Chamber of Commerce
Michelle	Roman	Kingsburg Mayor
Shay	Dustin	KINGSTON BAY SENIOR LIVING
Samantha	Burns	KKCS
Tracey	Napier-Lince	Knight's Services, Inc.
Doug	Yeh	KOA Corporation
Dr. Vernice	Nellon	Kool Breeze Solar Hats
Stan	Kozera	Kozera & Kozera Construction
SherriMichelle	Kozy	KOZY DEVELOPMENT CORPORATION
Troy	Neptune	KPI Logistics Inc
Keith	Ensminger	Kramer Translation
Gwen	Perry	Krazan Industries
Matthew	Rodman	KRC PROPERTY MANAGEMENT
Gary	Merlo	Kroecker, Inc.
John	Ramirez	KROEKER, INC.
Quinn	Eddins	Kube Engineering
Mike	Yarbrough	KUCKENBECKER TRACTOR CO
Andrey	Kulikov	Kulikov Water
Ron	King	KW Automotive North America
Ada	Tang	Kwan Wo Ironworks Inc.
Stacy	Zuniga	KYJO Enterprises, Inc.
Terra	Colin	KYJO Enterprises, Inc.
Abunnasr	Husain	KZABA Engineering
Steve	Lacki	L
Marla	Wallace	L B Foster Company
TERRY	SPIRO	L.W. SPIRO & ASSOCIATES
Sergio	Garcia	L3G Unlimited, Inc

*Exhibit A.7.c Public Notice Stakeholder Email List*

PHIL	HENDERSON	Label Technology, Inc.
Maria	Rayas	Labor Ready
Veronica	Silva	LABOR READY
Yury	Hernandez	Labor Ready
James	Hammond	Laborers International Union Local 294
Dennis	LaChaine	LaChaine & Associates, Inc.
Donna	Levreault	LaHue and Associates
Georgia	Armstrong	Lamona Towing
Juan	Rios	LAMPS PLUS
Chris	Lankford	Lankford Honey
Blake	Hinman	Lantex Landscape Architecture Inc.
Larry	Fisher	Larry Fisher & Sons "Rack & Shelving"
Deby	Moya	Lars Anderson Civil Eng
Dennis	Vargas	LARSON BROTHERS PHOTOGRAPHY
Olidia	Mejorada	LAS PALMAS MANAGEMENT, LLC
Carolina	Ramirez	LASSENS NATURAL FOODS & VITAMINS
Toni	Zamora	Lassens Natural Foods & Vitamins
Laura	Moore	Laura Moore
Beatrice	Valenzuela	LAW OFFICE OF MELISSA A. PROUDIAN
Beatrice	Valenzuela	Law Office of Melissa Proudian
Chuck	Teixeira	Law Offices of Charles P. Teixeira
Thomas	Burns	Law Offices of Thomas Burns
Craig	Lawson	LAWSON & SON BACKHOE
Julie	Haro	LAYNE CHRISTENSEN COMPANY
Lizette	Becerra	LC Services, Inc.
Liem	Le	Le Lighting & Electric Services
Jose	Aparicio	Legend Music Sound Stage
Sharon	Ramirez	Lehman's Manufacturing Co Inc
Ken	Lehman	Lehman's Manufacturing Co.
Lauren	Sullivan	Leland Saylor Associates
Sarah	Breshears	Leland West
RICHARD	LENZ	LENZ APPRAISALS
Nuno	Marques	Leprino
Shawna	Emery	Leprino
COLLEEN	LESLIE	Leslie Heavy Haul
John	Atwood	Leukemia & Lymphoma Society
Robert	Lewallen	LEWALLEN AC & HEATING
Steve	Lawson	LGM Construction
Larry	Murray	LGM Construction Co., Inc.
Barbara	Gonzales	Liberty Autobody Shop
Ernesto	Escalante	Life Model Consultants
Millie	Thao	Life Style Furniture Homestore
Fely	Guzman	LifeBRIDGE International
Denwun	Lin	LIN Consulting
Benny	Hilliard	Lincoln Training Center
Maria	Zuniga	Lincoln training center
Garrett	Jones	Lindsay/Laval Underground
Deneisha	Albert	Link Us
Ray	Linker	LINKER FINANCIAL GROUP
Donald	Lisle	Lisle Insurance & Financial Services
Patricia	Castillo Linn	Lista Design Studio, Inc.
Ellis	Logans	Logans Marketing
Dean	Shay	Logistics for Aftermarket Parts
Alejandro	Lopez	London Properties - Alejandro Lopez
Hal	Lore	Lore Engineering
Jay	Louie	Louie Foods International
JC	Conner	Lowe's
Tammy	Vines	LOWES

*Exhibit A.7.c Public Notice Stakeholder Email List*

Melanie	Urso	LS Gallegos & Associates
Christina	Hennings	LSA Associates, Inc.
Benito	Ramirez	LSI SCALES
Tim	Fuson	Lube Plus
Marva	Ward	LUIS PALAU-FRESNO CITY FEST
Emil	Milevoj	Lyles Center for Innovation and Entrepreneurship
Jessica	Miller	Lyles Diversified, Inc.
Cristobal	Mendoza	Lyons
Jannette	Perez	Lyons
Danny	Olivo	Lyons Magnus
Jannette	Perez	Lyons Magnus
Lucero	Carrillo	Lyons Magnus
Maixhao	Thao	Lyons Magnus
Raquel	Guerrero	Lyons Magnus
Nancy	Peberill	Lyon's Transportation
Eli	Cruz	M & E Flowers
MICHAEL	Wolf	M AND M BACKFLOW AND MET
Edna	Collins	M and S Diesel Mobile Service
Mehdi	Honarvar	M Cubed Technologies
Michael	Neils	M. Neils Engineering, Inc.
Martin	Mendez	M.C Real Estate
Michael	Gushulak	M.G. Consulting
Alastair	Johns	M2 Consultants, Inc.
Matt muth	McKamey	M3 Integrated Services, Inc.
Machelle	Moore	MAC Business Solutions
Mike	Machado	Machado & Sons Construction
Michael	Placeres	Macron Safety
Deena	Cota	Macys
Katherine	Whiteside	Macys Furniture Store
Michael	Merigian	Madco Electric, Inc.
Kim	Hashimoto	Made for Them
Mike	Tomaso	Made in Nature
John	Fitzer	Madera Center - State Center Community College Dis
Elizabeth	Kosinski	Madera County Behavioral Health Services
Laura	Ryan	Madera County Behavioral Health Services
Melissa	Noblett	Madera County Behavioral Health Services
Myriam	Alvarez	Madera County Department of Public Health
Natalie	Stein	Madera County Department of Public Health
Isaac	Toor	Madera County Public Health
Jose	Arrezola	Madera County Public Health Department
Juli	Gregson	Madera County Public Health Department
Melissa	Nelson	Madera County Public Health Department
Jeremy	McIntyre	Magnum Manufacturing Corporation
BARBARA	MAILLOUX	Mailloux, Price
Joe	Garcia	Major Express
Gabriel	Gill	Major Express Truck Driving
Jennifer	Kemmer	Make - A -Station
James	Anderson	MALAGA COUNTY WATER DISTRICT
Breanna	Cazazos	MALEKO
Javi	Gonzalez	Maleko
Mark	Ibarra	Maleko Business Services
Asheeta	Singh	Maleko Personnel
Victoriya	Evans-Hurtado	Maleko Personnel
Kathy	Brizuela	MALEKO STAFFING
Laura	Zavala	Maleko Staffing
Miguel	Alvarez	Maleko Staffing
Jason	Huss	Managex
Chris	Conover	MANCHESTER CENTER

*Exhibit A.7.c Public Notice Stakeholder Email List*

Morel	Bagunu, CSM	MANCHESTER CENTER
Sandra	Cortez	MANCHESTER CENTER
William	Steproe	MANCHESTER CENTER
Kim	Waterman	Manheim Central California
Jeff	Perko	Manito Construction, Inc.
Angela	Jimenez	MANPOWER
Nancy	Stern	Manuel Insurance
Maria	Echaverry	Maria Gabriela DDS
Yesica	Cuados	Maricopa Orchards LLC
Peter	Kiser	MARIPOSA MECHANICAL SERVICE
Marcus	Martin	MARJAREE MASON CENTER
Robert	Fisher	Market Express Transportation
Rick	Wisenor	Marketshare, Inc.
Yolanda	Spedden	Marne Construction
Rob	Cantrell	Marquis Aviation, Inc.
Mary	Hubbard	Mary And Sons Co. Inc.
Maria	Butler	MARY MEDICAL, INC. DBA ACTIVESTYLE
Steven	Heim	Masco Contractor Services Of California, Inc.
Jim	Leppo	Mass X, Inc.
Bill	Wiley	Masten Towers
Sylvia Hines	Hines	Master Suites
Ahmed	Hamdy	MatriScope Engineering Laboratories, INC.
Rebecca	Purtz	Matson Alarm
Rich	Mattos	Mattos Equipment Transport
Stacey	Imbrogno	Maximus / Tax Credit & Employer Service Division
Olga	Ochoa	MAXIMUS, INC
Sonia	Parada	Maximus, INC
Charlotte	Behbehani	MBT Technology
Liz	Garcia	MBTechnology
Leo	Henke	Mc Kinney Packing
Sue	McCombs	McCombs & Associates
Yesenia	Garcia	McCurly and Day Masonry
ROBERT	MCDOW	MCDOW BRUSHBUSTERS
Laura	Biddle	MCFARLAND CASCADE
Victoria	Gronley	MCFARLAND CASCADE
JUDY	KINDIG	McIntosh & Associates
Roger	McIntosh	McIntosh & Associates
Michael	Mosbacher	MCM and Associates - DVBE
Marlena	Pena	MCM Construction Inc.
Katrina	Olsen	McPheeters & Associates
Odell	McWane	McWane and Associates
Nanette	Stockley	MECCA BILLIARDS
Lawrence	Clark	Mechanical Associates
Taylor	Hansell	Mechanical Associates
Linda	Collins	medcomm billing service
Elizabeth	Medeiros	Medeiros Farms, Inc.
Sandy	Sanchez	Medocino Auto Sales & Repair
Christopher	Buckley	Mei Wu Acoustics
JAY	WATSON	MELO'S GAS AND GEAR, INC.
Vince	DiMaggio	Mendota City Manager
Rolando	Castro	Mendota Mayor
Cristina	Villa	MERAS ENGINEERING
Chris	Vitelli	Merced Community College District
Shelly	Conner	Merced Community College District
Steve	Centivich	Merced Screw Products
Joann	Crane	Mercedes-Benz
Josie	Ochoa	Merced-Mariposa CLC
Cathy	Merrill	Merrill Morris Partner

*Exhibit A.7.c Public Notice Stakeholder Email List*

David	Hurst	MERRIMAN HURST & ASSOCIATES INC.
Ingrid	Merriwether	Merriwether and Williams
Jeff	Skadburg	MERRY MAIDS
Eli	Mesple	Mesple's Machine Shop & Pump
J.	Braley	Metron Surveys
Vernon	Franck	Metropolitan Mapping, Inc.
Fred	Huang	MGE Engineering Inc
Diane	Sanders	MGS Construction Services, Inc.
Chip		MHK Construction Inc.
Jennifer	Costa	Mia Bella Foods
Michelle	Coyle	Mia Bella Foods
Jan	Dyer	Mia Lehrer + Associates
Bassim	Michael	Michael & Company
Mike	McDonald	Michael McDonald
Angelica	Madrigal	MICHAELS
J. Guadalupe	Michel	Michel's Smog Check
Jason	Cline	Michelsen Packaging Co. Of California
Tammy	Fausone	Mid Cal Pipeline & Utilities, Inc.
Todd	Kamisky	Mid Pacific Engineering
Alfredo	Alvarez	Mid Valley Disposal
Joe	Hithor	Mid Valley Disposal
Lisa	Helm	MID VALLEY DISPOSAL
Megan	Smith	Mid Valley Disposal
Rebeca	Rodriguez	Mid Valley Disposal
Roy	Mendrin	Mid Valley Disposal
Glenda	Dailey	Mid Valley Mfg Inc
Lee	Porter	Mid-Valley Distributors
Michael	Hale	Mike Hale
Toni	Layne	Mike Jensen Farms
Cindy	Sandoval	MILAN INSTITUTE
Joe	Haydock	MILAN INSTITUTE
Annette	Silva	MILLER HAY & TRUCKING INC.
Fred	Minagar	Minagar & Associates, Inc.
Rafael	Juarez	Minnali Engineering Corporation
Prasad	Kolluru	Minority Business Center
David	Mendoza	Minority Business Development Agency Business Cent
Lori	Plamondon	Mission Critical Specialists
Joslyn	Buckner	MISSION LINEN SUPPLY
General	Contact	Mitchell Engineering
Mary Jo	Avila	MJ Avila Company
Eric	Bozeman	MJ Incorporated
Eric	Bozeman	MJ Incorporated
MJ "Kip"	King	MJ King Insurance Services
Marshawn	Govan	MKG INSURANCE AGENCY & TAX CONSULTANTS
Marshawn	Govan	MKG Tax Consultants
Mark	Pittman	MMR Power Solutions
Miranda	Patton	MNS Engineers
Peter	Porras	MOBILE MINI LLC
Jennifer	Jarrett	Mobile Modular
Barbara	Nix	Modern Custom Fabrication, Inc
Jimmy	Luong	MODERN DRUG
Robert A	Bartlett	Modern Welding Co Of CA Inc
ROBERT	BORMAN	MODESTO MOBILITY CENTER
SAWTANTR	CHOPRA	MODESTO PULMONARY MEDICAL CLINIC
Kent	Robison	ModSpace Corporation
Genia	Taylor	Momentum Broadcasting, LP
Oscar	Zavaleta	Montez Group Inc.
Robert	Sanchez	Monument Security, Inc

*Exhibit A.7.c Public Notice Stakeholder Email List*

Chuck	Christman	Moon Raker Ranch Agency
Lenor	Lopez	Moonlight Packing Corp
Jesse		Moore Fence Company Inc
Kendall	Wheeler	MOORE GRIDER GRIGGS COWAN CPA
Isaac	Segovia	Morgner Construction Management
Vickey	Dodson	Morris General Contracting Inc
Joyce	Diaz	Morrison Healthcare
Melissa	Sing	Morrison Healthcare
Eddie	Kho	Morton & Pitalo, Inc.
John	Mosher	Mosher Consulting Services INCWBE
Donna	Marie Measell	Motivational Systems Inc
KURT	Mozingo	MOZINGO CONSTRUCTION, INC.
Edward	French	MRI Imaging Center of Fresno, Inc
Scott	Johnson	MRI Network
Dana	Cota	MRO Engineers, Inc.
Victoria	Bernal	Ms.
Steven	Koch	MTGL, Inc.
John	McCain	Municon Consultants
Lois	Valeskie	Municon Consultants
Jeremy	Squire	Murex Environmental, Inc.
Lorna	Hernandez	MURPHY BANK
Mckay	Moua	MWM General Contracting
Brian	Alston	My Electrician Inc
Beverly	Tripp	MY GIRLFRIEND'S HOUSE
Kirk	Johnson	MYERS & SONS CONSTRUCTION, LP
Clinton	Myers	Myers and Sons Construction, LP
ASGAR	CEMENTWALA	MZ TECHNOLOGIES INC
Sandra	Ferguson	N.L.D.S
Andres	Camarena	N/A
Denise	Nolan	n/a
Jaime	Carrera	n/a
Susie	Q.	n/a
Swapn	Nag	NAG Inc
Christina	Valdez-Roup	NAMI Fresno
Robbie	Cruzado-Rivera	NAPA
Brian	Doonan	National Concrete Washout
Alejandra	Vega	National Raisin Company
Davina	Merkow	National Raisin Company
Sal	Chavez	National Raisin Company
Vincent	Fernandez	National Raisin Company
Marty	English	Nations Roof
Marty	English	Nations Roof
Joseph	Leon	NATIVE FIRST
Irma	Murillo	Nazareth House
Marie	Cheek	Nazareth House
Jan	Group	NBA Engineering, Inc.
Johanna	Lobaton	NC Moving & Storage Solutions
Chantelle	Limnios	NCECI
Steve	Mislinski	NCM Engineering Corp
Angela	Hernandez	NDC Energy
DAVID	Neese	NEESE CONSTRUCTION
Mike	Nemat	Nemat Inc.
Ron	Napier	Nemat Inc.
Nestor	Garcia	Nestor Garcia
Miranda	Ruiz	Neuro-Communication Solutions, LLC
Lupe	Salazar	Neuro-Pain Medical Ctr
Jim	Boone	New England Sheet Metal
Galen	Shimer	New Flyer Parts

*Exhibit A.7.c Public Notice Stakeholder Email List*

Ruby	Solis	NEW IMAGE SALON
DeAlma	Ford	New Life Discovery School
Lydia	Nagengast	New Life Discovery Schools, Inc.
Lydia	Nagengast	New Life Discovery Schools, Inc.
Dan	Rudnick	New Logic Research, Inc.
Mark	Ritter	New Millennium Business and Family Solutions
Edgar	Kenner	New Star Logistics
Brandon	Childers	New Wave Graphics
Sally	Campbell	New World Pasta Co
Jim	Lusk	New York Life
Lee	Her	New York Real Estate
Val	Huratdo	Next Level Solutions
Tracy	Bartlett	Nichols Consulting Engineers
Nicholas	Ledbetter	Nick Ledbetter MT
Paul	Niemann	niemann technology, inc.
Karen	Nisikawa	Nish-Ko
RICHARD	GARGAN	NJG CORPORATION
Stephanie	Pascal	Noble Care Transport Services
John	Nolte	Nolte Construction
Natalie	Emerzian	Nolte Construction
Jeanne	Barsby	Non-Offending Parent Advocacy Inc.
Tony	Castillo	Nor Cal Laborers
Michael	Swaney	North American Fence & Railing, Inc.
Alistair	Lizaranzu	North Bay Seismic Design
Steve	Hall	North Fork Rancheria
Rene	Ledezma	NORTH POINT HEALTHCARE & WELLNESS CENTRE
Zach	Milner	North Star Construction and Engineering, Inc.
Danielle	Macagba	North Star Family Center
Eliborio	Limon	North Star Family Center
Erica	Reed	North Star Family Center
Frances	Cornejo	North Star Family Center
Maria	Flores	North Star Family Center
Mary	DelaTorre	North Star Family Center
Vanessa	Johnson-Galvan	North Star Family Center
Tim	Robertson	North Valley Labor Federation
Ed	Chavez - SPHR	NORTHERN SHEETS, LLC
Deni	Chambers	Northgate Environmental Management, Inc.
John	Mensonides	NorthStar Engineering Group, Inc.
Kaite	Ryan	Northwest Exteriors
Katie	Ryan	NORTHWEST EXTERIORS
Maria	Moreno-Townsend	Northwest Medical Group
Michael	LaBroad	Northwest Pipe Company
Keith	Settle	Northwest Structural Moving
Jesse	Rojas	not applicable
Jonathon	Palmer	NOVA Services
HAJIR	Nuriddin	NURIDDIN, HAJIR
Mark	Knowles	O M JONES INC
Valerie	Epps	Oakmont of Fresno
Manni	Vorabouth	OAKWOOD GARDENS
James	Clark	Oberkamper & Associates Civil Engineers, Inc.
Jared	Kaji	Occu-Med
Eduardo	Gonzalez	OCED
Felipe	Perez	OCED
Ismael	Herrera	OCED
Rodi	Hernandez	OCED
Ciaran	O'Connor	O'Connor Construction Managemetnt Inc
DYLAN	Crawford	O'dell Engineering, Inc.
Elizabeth	Camargo	ODWALLA

*Exhibit A.7.c Public Notice Stakeholder Email List*

Ian	Coolbear	Office of Assemblyman Jim Patterson
Karina	Macias	Office of Community and Economic Development
Yahaira	Figueroa	Office of Council Member Clint Olivier
Melanie	Ruvalcaba	Office of Policy, Planning and Communication Fresn
Claudia	Salinas	Office of State Senator Andy Vidak
Kristina	Solberg	Office of U.S. Senator Dianne Feinstein
Gabriela	Garcia	OFR INC
Juan	Navarro	OFR INC
Johannah	White	Oh What Joy -Event Styling & Boutique Rentals
Ken	Castle	Ojo Technology
Rosie	Lopez	OK Produce
Lisa	Weiler	Olam
Greg	Estep	Olam Americas
Narinder Pal	Singh	Olam Americas
Olga	Huerta	Olga Huerta Insurance Agency
Shalawn	Garcia	Olive Tree Builders, Inc.
Gwen	Morris	OLR Wizards
Tavo	Espinoza	Olympic Engineering Construction
Mike	King	Omega Trophy
Kim	Preston	Omsberg & Preston
Lorenzo	Thomas	On Point Medical
John	Ostlund	One Putt Broadcasting
Vivian	Chang	OPAC Consulting Engineers
David	Mercer	Operating Engineers
Jessica	Manzo	Opportunity Fund
Abner	Villarreal	OPTIMAL HOSPICE CARE
Amy	McClure	ORCHARD PARK ASSISTED LIVING
Beth	Petty	ORCHARD PARK ASSISTED LIVING
Kathy	Selenski	Orchard Supply Hardware
Rey	Orito	Orito & Associates
Bill	Milner	Orkin Pest Control
Tim	Koraoka	Orsee Design Associates
Ibrahim	Osman	Osman Engineering PLLC
David	Zoldoske	Other: International Center for Water Technology (
Brian	Boever	OUTBACK MATERIALS
Michael	Dominquez	Outwords
Keith	Beene	OVERHEAD DOOR COMPANY OF FRESNO, INC.
Flindt	Andersen	P.A.I.N
John	Kochergen	Pace Medical
Les	Corriea	Pacific Beach Tower Inc
Pat	Wurts	Pacific Central Management
Mark	Bates	Pacific Coast Markings Inc.
Anthony	Davison	PACIFIC COAST SUPPLY (PACIFIC SUPPLY)
Chrissy	Tracy	Pacific Coast Water Truck Services
Leslie	Araki	Pacific Distributing, Inc.
Kathy	Sauceda	PACIFIC GARDENS NURSING AND REHABILITATION
Steve	Newwine	Pacific Gas and Electric Company
Sarah	Wolf	Pacific Gold Marketing, Inc.
Rosalia	Haddock	Pacific Grain & Foods
Anthony	Bordens	PACIFIC GRAIN & FOODS, LLC
Craig	Roberts	PACIFIC GRAIN & FOODS, LLC
Simona	Vargas	PACIFIC GRAIN & FOODS, LLC
Jason	Passmore	Pacific Investigative Services
Kirby	Miller	PACIFIC MEDICAL, INC. PROSTHETICS & ORTHOTICS
SANDY	VITALE	PACIFIC ORTHOTICS & PROSTHETICS
Maham	Hamdani	Pacific Protection Services
Cathy	Hirsch	Pacific Railway Enterprises, Inc.
John	Richards	Pacific Restoration Group, Inc.

*Exhibit A.7.c Public Notice Stakeholder Email List*

Tom	Kandris	PackageOne
John	Piester	Packers Sanitation Services
Carlos	Mina	Packers Sanitation Services Inc
Chris	Duke	Palazzo
Su	Rosenthal	PALM MEDICAL GROUP
Chris	Brien	Palo Verde Constructors
Carmen	Lopez	Pana Pacific
Lawrence	Castanon	Pana-Pacific
Michael	Wasco	Paperless Knowledge, Inc.
Trish	Papulia	Pappy's Fine Foods
Ethel	Walker	Paragon Engineering & Management
Scott	Marshall	Paragon Granite & Tile
Melissa	Foraker	Paralegal Assistance Unlimited
Maria	Ochoa	Paramount Farms
Doug	Harvill	PARAMOUNT PEST SERVICES
Rebecca	Bonner	Parsons
Tom	Lagerquist	Parus Consulting, Inc.
Leslie	Derman	Pathways Advisory Group
Eloise	Golden	Patrick Golden MD
Evan	Patterson	Patterson Construction
Dave	P	PATTON VENDING CO
Patricia	Valdes	Patty's Jungle Hut
Paul	Halajian	Paul Halajian Architects
Rochelle	Martinez-Cantu	Paul Mitchell – the School
Patricia	Pauli	PAULI ENGINEERING, INC
Kim	Sojourn	Pay Day Now
Bill	Taylor	Payco Specialties Inc.
Mercedes	Crosby	Payless Shoe Source Manchester Center
Bettye	Smith	Payroll People Inc
Jason	Thompson	PB Loader Corporation & AGH
Maggie	Steciuk	PBS Engineering and Associates, LLC
Mona	Shah	PBS Engineers, Inc.
Jeff	Fishinghawk	PC PHARMACY
Falina	Marihart	PC SOLUTIONS
Tracy	Stratton	PCA
Yolanda	Pallesi	PCA (aka Central California Sheets)
Cheryl	Cerniglia	Peachwood Medical Group
Sharon	Laird	Peachwood Medical Group
Sharon	Laird	Peachwood Medical Group
Sheri	Hamett	Peachwood Medical Group
Sophia	Barboza	Peachwood Medical Group
Tamie	HEnsley	Peachwood Medical Group
Tonya	Grewal	Peachwood Medical Group
Onofrio	Pecoraro	Pecoraro, Inc.
Craig	Scharton	Peeves Public House & Local Market
Sandy	McDaniel	Pekar McDaniel
Luz	Pena	Pena Construction
Jim	McGuire	Pendragon Security
Robert	Macioce	Penn Equipment & Tool Corporation
Marsha	Waller	Penny Newman
Lorenzo	Guerra	Pep Boys
Natalia	Johnson	PEPSI COLA
Lois	Paganini	Perfect Vacation
Dolores	Niera	Performance Outcomes & Associates
Kevin	Gerhardt	Performance Trailers, Inc
Lauren	Johnson	Perimeter Protection Products, Inc.
Jan	Perkins	Perkins, Mann & Everett
christina		Pet Medical Ctr & Spa

*Exhibit A.7.c Public Notice Stakeholder Email List*

Gabriel	Garcia	Petco
Ed	Petil	Petil Const. & Engrg, Inc.
Bill	Cook	Petra Resource Management
Peter	Sarkis	Petra Structural Engineers
Debbie	Manning	Petunia's Place
Beverly	Cuadros	PFS
Dan	Vang	PG&E - Fresno Service Planning Dept
Philip	Henry	Philip Henry Architecture
Eddie	Rodriguez	Phoenix Private Patrol and Security
Paula	Flores	Piccadilly Inn Shaw
Linda	Pizana	PICK A PART AUTO WRECKING
Mike	Pickett	Pickett Solar
Angel	Sanchez	Pick-N-Pull
Juan	Rivera	PIEOLOGY PIZZERIA
Maria	Raspant	Pieology Pizzeria
REBECA	MARTINEZ	Pine Mountain Custom
Keith	Thompson	Pinnacle Environmental Technologies
Tricia	Blair	PIONEER MARKET
Anita	Simpson	Piranha Pipe & Precast
Eddie	Simpson	Piranha Pipe & Precast
Francisco	Diaz	Pitman Farms
Jefferson	Birrell	Pitman Farms
Jimmie	Jackson	PITMAN FARMS
Anthony	Camacho	PLACEMENT PROS/RADSTAND
Zaira	DeLaCruz	PLACEMENT PROS/RADSTAND
Dave	Demers	Planet Solar
Kevin	Harley	Plasticade
Jon	Rodden	Pleasant Mattress Inc
Kathi	McIntyre	Pleasant Mattress Inc.
Mike	Stype	Pleasant Mattress Inc.
Kevin	Small	PleinAire Design Group
Pedro	Silva	PNA CARGO TRANSPORT
Fletcher	Perez	PNEUMATIC CONTROL, INC.
Rachel	Freitas	POLICE SCIENCE INSTITUTE, INC.
Gladis	Laurean	Pom Wonderful
Mike	Stokes	POM Wonderful
Patty	Boman	Poppy Social Media
Ranell	Potts	POTTS ROADSIDE ASSISTANCE
Jessica	Munoz	Poverello House
Stephanie	Ortiz	Poverello House
Dr. Karl	Baune	POWER CHIROPRACTIC HEALTH
Robert	Glover	Power Design Electric Inc
Connie	Cuellar	PPG INDUSTRIES
Denise	Mendoza	PPG INDUSTRIES
Phil	Klassen	PPMC INVESTMENTS, LLC
Johnny	Yslas	PRA GROUP
Juanita	Johnson	Prayer Works or J's Creations
Joan	Karvaly	Precise Panel Engraving Co., Inc.
Ed	Dunkel	Precision Civil Engineering
Lydia	Zabrycki	Precision Civil Engineering
Rick	Marino	Precision Land Surveying, Inc.
Rodney	Brown	Precision R&B Machines
Eli	Salazar	Preferred Bonding Inc.
Alvin	Chong	Premier Building Group
James	Conlow	Presidio Electric
Levia	Espinosa	Pressed Juicery
Chris	Gilles	Prestige Collision Center
Cliff	Tubbs	Prestige Fabric

*Exhibit A.7.c Public Notice Stakeholder Email List*

Debra	Leavelle	Prime EDM
Bruce	Boegel	PRIME ENGINEERING
John	Hoff	Prinsco
Melissa	Pacheco	Private Security Service
Anthony	Martinez	Pro Tile
John Carter	Carter	Pro-Cast Products Inc.
Emanuel	Baker	Process Strategies Inc.
Brandi	Williams	PRODUCERS DAIRY
Tom	Foster	Professional Design Associates
Allen	Huddleston	Professional Exchange Service Corp.
Julia	Cota	Professional Exchange Service Corporation
Melissa	Nalawagan	Professional Exchange Service Corporation
Tasha	Perez	Professional Exchange Service Corporation
Bruce	McBride	Project Delivery Analysts,
Robert	Getter	ProjectLine
Victor	Antonio	Promesa
Jodee	Romero	Promesa Behavioral Health
Ashleigh	Haddad	Prompt Staffing
ALBERTO	Martinez	PRO-SE SERVICES, INC.
Paula	Pena	PROTEIN INC.
Cynthia	Rye	Proteus
Quirino	Banuelos	Proteus Inc.
Tere	Cortez	PROTEUS TRAINING CENTER
Robert	Alcazar	Proteus, Inc.
Yolanda	Gamez	Proteus, Inc.
Pete	Handforth	Pts Surveying Inc.
Lori	Tafoya	Puma Construction & Restoration
Brian	Driggs	Purl's Sheet Metal & Air Conditioning
Tina	Randles	QK
Angel	Farley	Quad Knopf
Angel	Farley	Quad Knopf
Kristine	Price	Quad Knopf
Serjik	Shamirian	Quadriga Inc.
Cindy	Nolan	Quadriga Landscape Architecture and Planning, Inc.
Ahmad	Haider	QUALITY BEVERAGE & PAPER DISTRIBUTOR
Jim	Sullivan	Quality Concessions
Keith	Gilliam	Quality Engineering Inc
Yolanda	Mejia	Quality Home Services
David	Soto	Quantum Construction Company
Valarie	Salas	QUEST DIAGNOSTIC INC.
Mario	Campos	Quick PC Support, LLC
Luis	Alfredo Lopez	Quick Print Copy Center
Sam	Phillips	Quinn Company
Sue	Kliwer	Quiring Corp
Robert	Jacobson	R B JACOBSON, INC
Brooke	Chappell	R N R Construction Inc
Richard	Garcia	R&C construction
Raeleen	Lucas	R. A. Lucas Company Inc.
Jim	Brainard	R.E.Y. Engineers, Inc.
Erin	Lowe	R.L. Environmental, Inc.
Pattryse	Chhee	Radiax
Shannon	Peich	Raider Painting Company
Phil	Leong	Rail Surveyors and Engineers, Inc.
Diana	Snowden	Rainbow Brite Industrial Services, LLC.
Pablo	Orozco	RAIZANA TEA COMPANY
Rama	Dawar	RAMA'S INTERPRETING
Bob	Rand	Rand Machine Works
Marie	Weston	Randy's Tire & Wheel, Inc

*Exhibit A.7.c Public Notice Stakeholder Email List*

Steven	Kendall	Ranger Pipelines, Inc.
Angrest	Harris	Ransome Manufacturing
Randy	Asai	Ray Fisher Pharmacy
Sareang	Nhim	RAY FISHER PHARMACY
Robert	James	RBC Lubron Bearing Systems, Inc.
Scott	Vonflue	RE MICHAEL
Matt	Sorrow	RE Serrano, Inc.
LAUREEN	BORUP	RE/MAX Yosemite Gold
Amethyst	Ware	Reading and Beyond
Arasely	Linares	Reading and Beyond
Arasely	Rosas	Reading and Beyond
Ashley	Olazava	Reading and Beyond
Cesar	Lucio	Reading and Beyond
Cesar	Lucio	Reading and Beyond
Erwin	Garrido	Reading and Beyond
James	Richardson	Reading and Beyond
James	Richardson	Reading and Beyond
Jesus	Galvez	Reading and Beyond
Kajai	Yang	Reading and Beyond
Kao	Saetern	Reading and Beyond
Karen	Jimenez	Reading and Beyond
Luis	Santana	Reading and Beyond
Maria	Ceja	Reading and Beyond
Maria	Ruvalcaba	Reading and Beyond
Maria	Ruvalcaba	Reading and Beyond
Matilda	Soria	Reading and Beyond
Nakia	Vue	Reading and Beyond
Patricia	Valdez	Reading and Beyond
Rebecca	Salgado	READING AND BEYOND
Reyna	Pearce	Reading and Beyond
Roberto	Maqueda	Reading and Beyond
Sandra	Martinez	Reading and Beyond
Sean	Borelli	Reading and Beyond
Stephanie	Lentz	Reading and Beyond
Yeng	Her	Reading and Beyond
Yarely	Sanchez	Reading and Beyond - Fresno Bridge
Cristina	Ortiz	Reading and Beyond Preschool
Zhour	Alshaif	Reading and Beyond Preschool
Cecilia	Simmons	readingandbeyond
Travis	Huff	Realtime Outsource
Rebecca	Ruiz	REBECCA'S LOVING CARE
Patti	Donohue	Red Bull North America
Katrina	Postras	Red Cross
Jesse	Ojeda	Red Hawk Services Inc
Jessica	Rivera	Red Rooster Co.
Kerri	Cummins	Reed Business
Nicole	Zieba	Reedley City Manager
Sylvia	Plata	Reedley City Manager Assistant
Emilie	Gerety	Reedley College
Anita	Betancourt	Reedley Mayor
Adam	Quevedo	REFLECTIONS APARTMENTS
Brad	Hardie	REGENCY PROPERTY
Gina	Means	REGENCY PROPERTY
Matt	Larson	REGIONAL HAND CENTER
Patricia	Alvarado	Remedy Support Service
Rina	Wang	Renaissance General Restoration Contracting, Inc.
Charlie	Sandoval	Renewal Body Works, Inc.
Gwynn	Clark	REPEAT PERFORMANCE

*Exhibit A.7.c Public Notice Stakeholder Email List*

Saam	Esfandiari	RES Engineers Inc.
Joseph	Oaxaca	ResCare Workforce Services
Krystle	Tijerina	ResCare Workforce Services
Rigo	Medina	ResCare Workforce Services
Rodney	Casillas	ResCare Workforce Services
Greg	Landin	Rescue Training Institute, Inc
Tom	Hinchey	Resource Employment
Patrick	Embree	Resource Exploration and Drilling, LLC
Alma	Zapata-Heflebower	Resource Lenders
Cassey	Eastwood	RESOURCES FOR INDEPENDENCE CENTRAL VALLEY
Libia	Mejia	Reyes truckings
Jana	Guerrero	RHA
Jana	Guerrero	RHA
May	Lay	RHA Energy Solutions
Fredonia	Graves	RHA, INC.
Louis	Mata	Rich Products Corp
Richard	Keyes	Richard Heath & Associates
Korinna	Pedrosa	Richard Heath & Associates, Inc.
Sandra	Pettis	Richard Yen & Associates
Rick	Gould	Rick Gould dba Country Hearts Too Trucking
Frank	Ortiz	Ricoh Americas Corporation
PAUL	BENZ	RIDGECREST SANITATION
Jordan	Baldwin	Ridgeline Engineering
Ashley	Alaniz	Right at Home
Erin	Evans	Right at Home
Xong	Her	Right at Home
Marilyn	Bogosian	Riverside Nursery
Ramiro	Rodriguez	RJ AUTO BODY AND PAINT
Jerry	Paulin	RM Industries
Lucy	Infante	RMC CONSTRUCTORS
Ralph	Domingez	RMD Surveying Corporation
Violet	Gong	R-N Market
Parry	Novak	RNPM
Robert	Cervantes	Robert Cervantes Atty
Robert	Bishop	ROBERT E BISHOP, INVESTIGATOR
ROBERT	Boyer	ROBERT E BOYER CONSTRUCTION, INC.
Bob	Heinen	Robert Heinen Consulting Engineers
Robert (Bob)	Heinen	Robert Heinen Consulting Engineers
Robert	Puente	Robert's Custom Painting
Robin	Chiang	ROBIN CHIANG & COMPANY
Bill	Robinson	robinson and sons
Ken	Dykes	ROBINSON FLOORING
Jim	Villalobos	Robinson Inn
Rhonda	R.	Rocket Machine Works
BILL	Verley	ROCKSLIDE MATERIALS, INC
Dale	Deardorff	Rocky Peak Leadership Center
Rodney	Haron	Rodney Haron Attorney
Jon	Kapis	Rolf Jensen & Associates
Richard	Roman	Roman and Associates Incorporated
Brian	Negri	Romo Incentives Group
Eric	Herrera	Romo Incentives Group
Keith	Brama	Romo Incentives Group
Andrew	Runner	Root Access Hackerspace
Mai	Chang	Rose View Terrace, Inc.
Rosana	Wallace	ROSEVIEW TERRACE - BE.GROUP
Chase	Schwartz-Walten	ROUBICEK & THACKER COUNSELING
Vicky	Gudino	Royal Charter Mortgage
Larry	Weldly	ROYAL EXPRESS

*Exhibit A.7.c Public Notice Stakeholder Email List*

Abdul	Amundnegi	ROYAL FURNITURE
Bally	Singh	Royal Gardens III
Joni	Saxen	Royal Security inc
Janene	Osburn	ROYAL T MANAGEMENT
William	Strand	RRM Design Group
Teri	Harp	Ruann Dairy
Kimberley	Binion	Ruby's Valley Care Home
Monica	Alejandrez	Ruby's valley care home
Monica	Alejandrez	Ruby's Valley Care Home
Shinae	Bishop	Ruby's Valley Care Home
Teresa	Ruiz	Ruiz Tax Service
Phillip	Mendrin	Rumex Construction Corporation
NELLIE	RUMLEY	Rumley, Nellie
Karen		Rupert Construction Supply
Judi	Rush	RUSH ADVERTISING
Michelle	Alexander	RUSH ADVERTISING
Gavino	Cantu	Rutter Army Inc
Clifford	Ruzicka	Ruzicka Associates
John	Loyko	RX RELIEF- STAFFING
Jim	Reed	Ryerson
Steve	Homes	Ryerson
Patrick	Tuel	S & K Marketing Group, LLC
Hoy Seng	Kwok	S Kwok Engineers, Inc.
Sang	Lee	S Y Lee Associates, Inc.
Tino	Sandoval	S&S CASINO CHAIRS
Josie	Johnson	Sabourin, Christopher DDS MS MSD
David	Estoque	SAE and Associates
Kerchou	Moua	Safe Food Alliance
Maribel	Nunez-Alvarez	Safe Food Alliance
Mandeep	Sharma	Safe Haven Community Care homes Inc
Mandeep	Sharma	SAFE HAVEN, INC.
Veer	Singh	SAFE HAVEN, INC.
Ron	Miller	Safe Utility Exposure, Inc.
Sam	Iler	SafeCon Consulting Group Inc.
Renee	Smith	Safety Environmental Consulting
Rick	Rose	Safety Network
Sandra	Allen	Saf-T-Co Supply
Paul	Bauer - Assistant Va	Sagaser, Watkins & Wieland PC
Paul	Bauer	Sagaser, Watkins and Weiland
Brian	Taylor	SAGE INDUSTRIAL
HUSAIN	RASHIK	SAIF INDUSTRIES
Jena	Torres	SAINT AGNES MEDICAL CENTER
Yolanda	Rodriguez	Salazar & Cook, LLP
Anita	Sanchez	Sals Mexican Restaurant
Karl	Salazar	Sal's Mexican Restaurant
Lorraine	Salazar	Sal's Mexican Restaurant
Wences	Gutierrez	Sal's Mexican Restaurant
Michele	Uribe	Sal's Mexican Restaurants
Sam	Salhab	Sam A. Salhab Attorney at Law
Nunez	Elizabeth	San Joaquin City Manager
Beth	Pitcock	San Joaquin College of Law
Salvador	Vargas	San Joaquin Delta College
Alejandro	Lemus	San Joaquin Figs, Inc.
Julia	Hernandez	San Joaquin Mayor
Diana	B.	San Joaquin Mayor Assistant
Karine	Hakobyan	San Joaquin Medical Transport
Karine	Hakobyan	san joaquin medical transportation
Sarah	Parkes	San Joaquin River Parkway & Conservation Trust

*Exhibit A.7.c Public Notice Stakeholder Email List*

Chenecua	Dixon	San Joaquin Valley Air Pollution Control District
Jerry	Frankson	San Joaquin Valley College
William	Broomfield	San Joaquin Valley Manufacturing Alliance
Gil	Soto	San Joaquin Wine Co, Inc
Sam	Kharufeh	San Joaquin, Calaveras, Alpine BTC
Nichole	Rice	San Joaquin-Calaveras CLC
Derron	Wilkinson	San Jouquin College of Law
Diane	Steel	San Jouquin College of Law
Angel	Jackson	SAN MAR Properties
Oliva	Poole	SAN MAR Properties
Samuel	Zamora	SAN MAR Properties Inc.
Rose	Artellan	SAN MAR Properties, Inc.
Stephanie	Strobel	SAN MAR Properties, Inc.
Eric	Sandoval	Sandoval & Associates LLC
Tim	Chapa	Sanger City Manager
Frank	Gonzalez	Sanger Mayor
Eli	Cruz	Sanger Veterans Park Incorporation
ERIK	JOSEPHSON	SAN-JOAQUIN HELICOPTERS INC.
Leslie	Hertzig	SANTE HEALTH CENTER
Mike	Conrad	Sapper West
Tim	Satterlee	Satterlee Electrical Services
Jode	Mayer	Save a lot
Dawn	Golik	SBA
Tom	Scheu	SBA
Victor	Bribiesca	SBA
Robbie	Kunkel	SBDC
Keily	Figueroa	SBHIS (South Bay Health Ins Srv)
Octavio	Sanchez	SBueno Contracting Company
Bert	Pizano	SCAFCO Steel Stud Co.
Tommy	Ball	scc.i
Amee	Moua	SCELZI ENTERPRISES
Angel	Topoozian	Scelzi Enterprises, inc
Gary	Scelzi	Scelzi Enterprises, inc
James	Scelzi	Scelzi Enterprises, inc
Ashlyn	Airheart	SCF Securities
Jana	Meadows	SCF Securities, Inc.
Charles	Schlumpbeger	Schlumpberger Consulting Engineers
Gary	Schnitzler	Schnitzler Farms Inc
Jerry	Schwab	Schwab Engineering, Inc.
Mario	Salice	Schwager Davis, Inc.
Pauline	Turner	Schy & Associates
Liz	Salas	SCORE
Peter	Fong	Score
Steve	Ocheltree	Score
Scott	Comstock	Scott Comstock Realtor
Todd	Stevens	Scrimco, Inc.
Ryan	McAlister	SCV Electric, Inc.
Annie	Aguilar	SDE
Shirley	Douglas	SDouglas Consulting
Vic	Rollandi	SDV Services, Inc.
Brooke	Ashjian	Seal Rite Paving
Matt	Seals	Seals Construction, Inc.
Andrea	Visintainer	Seals-Biehle General Contractors
Teri	Jackson	Seaport Lighting Inc
Bill	N/A	SECURE IT NEW
Jose	Leon Barraza	SEFCEDA
Juan	Manuel Saavedra	SEFCEDA
Raul	Segura	Segura Security Services

*Exhibit A.7.c Public Notice Stakeholder Email List*

Ninfa	Mananian	SEIU-UHW
Walt	Stamirowski	Select Electric, Inc.
Malissa	Sagrero	SELECT STAFFING
Kim	Malcom	Self Employed
Julie	Caldwell Ulrich	self- employed
Aaron	Phanco	Self-Employed
Jim	Avalos	Selma Mayor
Barbara	Rodiek	Selt
Cheryl	Koehn	Senior Care Home Services
Pri	DeSilva	Sequoia Consultants
Henry	Redondo	Serna Engineering
Melissa	Mendoza	Serpa Packaging
Ross	Spillman	Servepro
Sushil	Prakash	Seven Eleven (7-11)
Randy	Johnson	Severn Trent Services
Jayne	Smith	Shaver Lake Vacation Rentals
Michael	Lopez	Sheet Metal Workers of Local 104
Jaclyn	Lumpkin	Sherman Bros. Trucking
Mandeep	Gill	Shop-N-Go
Jorge	Zavala	ShowRoom Doctor Z Inc.
Dick	Shrader	Shrader Excavation
Danette	Owens	Sierra Endocrine Associates
Jesus	Sierra	Sierra Engineering Group
Chris	Hunt	SIERRA GATEWAY SENIOR RESIDENCE
Brenda	Budke	Sierra HR Partners
Shaunna	Shortes	Sierra Medical Research Inc
Terry	Eskola	SIERRA TELEPHONE
Katrina	Chan	Sierra View Animal Hospital
ROBERT	DARLING	SIERRA WATER SHUTTLE
Doug	Benton	Sierra Mountain Construction Inc.
Dan	Royal	SIGNAL 88 SECURITY
Michael	Wirtz	SIGNATURE FLIGHT
Theodora	Cantu	Signature Life Safety Services
Brandy	Mabry	SIMONE FRUIT COMPNAY
Stacey	Grote	Simonian Farms
Jim	Cavallero	Simplot
Sean	Sinclair	SINCLAIR GENERAL ENGINEERING CONSTRUCTION, INC.
Adolf	Singh	Singh Group Inc.
Sohall	Anjum	Six Star Kerman Auto Repair
Shelley	Cottrill	SjR Contract Consultants Inc.
Julie	Rey	SJVAPCD
Samson	Engeda	SKS Engineering, Inc.
Don	Tylenda	Skyline Steel
Kim	Debban	Slakey Brothers
Sheryl	Solakian	Slam Specialties
Steven	Turner	Slaton Group
Kim	Reimer	Sleep Fit Corporation
Theresa	Russell	Sleep Fit Corporation
Jason	Hernancez	SLINGSHOT POWER
Claudia	Moreno	Small Business Majority
Ximora	Pena	Small Business Majority
Cesaly	Hayes	SMART & FINAL
Alex	Mora	SMG FRESNO CONVENTION CENTER & ENTERTAINMENT CENTE
Dr.	Salazar	Smiles and Teeth
Mary	Smyth	Smyth Consulting, Inc.
Don	D'Alli	SNG Nutrition-Costco
Kanako	Gleim	Snowflake Designs
Blair	Sobba	Sobba Group

*Exhibit A.7.c Public Notice Stakeholder Email List*

Alyssa	Collins	Social Vocational Services
Liberty	Hicks	Social Vocational Services
Thomas	Durston	Solar Alternatives Design
Jim	Vumback	Solar Universe
Brad	Ward	Solarbrite
Jose	Rojas	Soldado Construction
Larry	Troglin	SOL-TEC
Ron	Hicks	Soltek Pacific Construction
Charlene	Follendore	Sol-Tek Solar
Beronica	Galindo	SOMERFORD PLACE
Susie	O'Hara	Sonitrol
Monte	Gray	SONORA TRACTOR SERVICE
Alex	Sanchez	Soto Fence Company
CLAY	Lomax	SOUTH VALLEY SOLUTIONS
Kathy	Dereaves	SOUTH WEST TRANSPORTATION
Larry	Harvey	Southern California Electrical
Jerry	Peot	Southern Nevada Movers Inc.
Ann	Rodriguez	SPARKY ELECTRONICS
Mayra	Ibarra	SPARTAN STAFFING
Mike	Ledoux	Specialized Ford Recycling Inc
Chad	Peabody	Specter Corps Solutions
Albert	Varela Jr	Speedy Zapatos
Mark	Spencer	Spencer Electric
Sal	Italiano	SPI Consulting Engineers, Inc
Nia	Smith	SPORTSMAN'S WAREHOUSE
Jonathan	Feld	Sportsmobile
Kimberly	Clark	Sportsmobile West, Inc.
Kevin	Watson	Sprinkler Fitters
Steve	Sutherland	SSA Landscape Architects, Inc.
Krizza	Condest	St Therese Family Dental Care
Bill	Fallgatter	Stability Home Access
Billy	Powell	Stanislaus, Merced, Mariposa, Tuolumne BTC
Astrid	Zuniga	Stanislaus-Tuolumne CLC
Sandy	Nuding	Stanton Wash Systems
Phil	Huerta	STAPLES
Gilbert	Flores	star sat.
Robert	Jackson	STARS Behaviroal Health Group
Sherri	Watkins	State Center Adult Education Consortium
Katherine	Medina-Gross	State Center Community College - Apprenticeship
Cherylyn	Crill-Hornsby	State Center Community College District
Dan	Sousa	State Center Community College District
Edwin	Eng	State Center Community College District
Kelly	Fowler	State Center Community College District
Lacy	Barnes	State Center Federation of Teachers
Angela	Lopez	State Farm
Jerry	Brown	State of CA
Araceli	Holland	State of CA Department of Rehabilitation
Doug	Perkins	Statewide Traffic Safety & Signs
Mark	Sanchez	STAUFFER GLOVE & SAFETY
Ashli	Morones	STC SECURITY
Mari	Gamez	Stereo & DJ Outlet
STEVEN	Fowler	STEVEN M. FOWLER CONSTRUCTION, INC.
Myles	Stevens	Stevens + Associates
Jonathan	Bailey	Stevens, Ferrone & Bailey Engineering Co., Inc.
Peter	Harris	Stevens+Associates
Thomas	Nakazawa	Stitch Master
Steve	Haro	Stockbridge Development
Salvador	Hernandez	STONE PROTECTION SERVICES

*Exhibit A.7.c Public Notice Stakeholder Email List*

Terry	Strange	Strange Resource Management
Bennett	Martin	STRATAap Architects & Planners
Byron	Chitay	Stratas Foods
Cindy	Gunter	Stratas foods
Joe	Anderton	Stratas Foods
Sheri	Moucka	Stratas Foods
Dave	Haag	Stratas Foods LLC
Lonnie	Petty	Strategic Mechanical, Inc.
Michael	Cunningham	Stretch Solutions LLC
Michael	Strickland	Strickland Well Drilling
Joy	Montgomery	Structural Integrity
Anna	Dezember	StructureCast
Henry	Chang	Structus, Inc.
Alyssa	Pratt	STURDY GUN SAFE MANUFACTURING
Frank	Rodriguez	Style-line Consturction, Inc
Kathleen	Pena	SUBURBAN PROPANE
Morgan	Bowser	Suburbane Propane
Pd	Moua	Summer Park
Tony	Orlando	Summit Environmental Services, Inc.
Danny	Mihelcic	Summit Signal, Inc.
Marccus	Rubenstein	Sunbelt Rentals, Inc.
Cynthia	Paulus	Suncrest Bank
Kailee	Woods	Suncrest Bank
Carlos	Carlos	Sunlight Cleaning
Guadalupe	De Anda	Sunnyside Diner
Sheri	Tubbs	SUNNYSIDE GLEN APARTMENTS
Gina	Giannetta	Sunnyside Health & Tennis Club
Jason	Jung	SUNNYSIDE PHARMACY
Jackie	Tamura	SUNRISE MEDICAL
Zikiya	Battle	SUNRISE MEDICAL
Ching	Wu	Sunrise Pacific, Inc
Mark	Blackburn	SUNSET MECHANICAL & CONSTRUCTION, INC.
Phil	Del Negro	Suntrek Industries
JJ	Martinez	Superior Caseworks, Inc.
Joe	Olivares	SUPERIOR CONSULTING SERVICE
Art	Galindo	Superior Fire Inc
Sergio	Olmos	SUPERIOR ROOFING
Tim	Congemi	Superior Site Safety, LLC
Clinton	Martin	Survalarm Technologies
Bryan	Philips	Surveying And Mapping, Inc.
Troy	Rutherford	Suulutaaq, Inc.
Michelle	Abenoja	SVS
Jennifer	Anderson	Swanson Fahrney Ford
Jose	Palacios	Synergistics Inc
Terry	McClain	Synergy Engineering & Construction Group Inc
Everette	Adams	Systems Consulting LLC
TRACEY	SANDERS	T&G CONSTRUCTION SERVICES, INC.
Andrew	Cummings	T.G. Schmeiser Co., Inc.
Cory	Cummings	T.G. Schmeiser Co., Inc.
Lisa	Carman	T3W Business Solutoins, Inc.
Jadee	Mejorado	TABLE MOUNTAIN CASINO
Laura	Nichols	TABLE MOUNTAIN CASINO
Fidel	Jimenez	TACO BELL #27300
Stacy	Slocum	TalentGumbo.com
Adriana	Zapata	Tamarind Management Team
Tamara	Glover	Tamarind Management Team
Hannah	Davis	Tamarind Management Team, Inc
Taneshia	Kerr	Task Blueprint

*Exhibit A.7.c Public Notice Stakeholder Email List*

DINA	LAMBERT	TAVIS CORPORATION
Rachel	Landphere	Team EES
Stephen	Girard	Team West Contracting Corp
Angela	Rayfield	Team West Contracting Corporation
Pam	May	TechScribe Communications
Julia	Benson	Tectonics
Oluwatoyin	Mixon	TEE 4 WOMEN INC
Eric	Buriel	Teichert Construction
Warren	Edwards	TekPro PC
Jeff	Reiden	Teksystems
Kristeen	Paraguas	TekTegrity
Stephen	Chan	Telamon Engineering Consultants Inc
Asghar	Ghassemy	Telenet VoIP Inc.
Rick	Winer	Temple Beth Israel
Cindy	Neal	Tenaya Lodge
Wendy	Burke	Tenaya Lodge
Theresa	Quiroz	TENAYA LODGE - DELAWARE NORTH COMPANIES
Rita	Verdugo	Tenaya Lodge at Yosemite
Debra	Goehring	Tenaya Lodge at Yosemite, A Delaware North Company
Raj	Sharma	Tent City
Larry	Paris	TERMINAL AIR BRAKE SUPPLY
William	Aldrich	TERO TEK INTERNATIONAL, INC.
ANDY	ITURRIRIA	Terra Novo, Inc.
JENNIFER	CHAFFIN	TERRY BEDFORD CONCRETE CONSTRUCTION, INC.
Bryan	Glass	Teter, LLP
Peter	Montes	The Alvarado Group
Rick	Hall	THE BEAM TEAM
Mike	Collins	The Brownie Baker
Marc	Jones	The Building Design Group
Jeanette	Yanez	The Business Journal
Renee	Carter	The Carter Group dba Alling Iron Works
Ogbonna	Abarikwu	The CK Group, Inc.
Carolyn	Childress	The Cleaning Authoirty
Maria	Pacheco	The Cleaning Authority
Maria	Pacheco	The Cleaning Authority
Maria	Pacheco	The Cleaning Authority
Will James	Childress	The Cleaning Authority
Gabe	Lanas	The Consignment Emporium
Susie	Rico-Vasquez	The County of Fresno Department of Public Health
Glenn	Culver	The Culver Group, Inc.
Denise	Baker	THE DEERPOINT GROUP
Charlotte	Miranda	The F.I.R.M.
Arleen	Roberts	THE FALLS EVENT CENTER
Dora	Westerlund	The Fresno Area Hispanic Chamber of Commerce
Raquel	Eredia	The Fresno Bee
Ali	Byrnes	The Garabedian Group
Paul	Burns	The Gordian Group
Maria	Estrada	THE GRAY LAW FIRM
Amanda	Loveless	The HMC Group Marketing
John	Cohn	The Jungle
Nancy	Lockwood	The Lockwood Agency
Sandra	Acosta	The Mexican Hillbilly Scooter Delivery Service
Paul	O'Leary	The Move Management Center
Tom	Richards	The Penstar Group
Mark	Jackson	The Pi Shop (Blue Dolphin Design & Engineering)
Marissa	Walker	The Pink Ape
Elga	Boccardo	The Presort Center
Elga	Acosta-Boccardo	The Presort Center

*Exhibit A.7.c Public Notice Stakeholder Email List*

Charles	Slesinger	The Professional Tree Care Co.
Nik	Saija	The Red Bridge Clothing Co.
Angie	Rios	The Rios Company
Samuel	Norman	THE RIOS COMPANY
Tyler	Sandell	The Robbins Company
Deb	Breazeale	The Salvation Army
Judy	Blowers	THE SALVATION ARMY
Linda	Smith	The Sanberg Group, Inc.
Adriane	Sanford	The Sanford Group, LLC
Gary	Hamm	The Solis Group
Juan	Mejia	The Stacking Shed
Famillah	Finely	The Talented Tenth
Bonnie	Olay	THE TERRACES AT SAN JOAQUIN GARDENS
Holli	Their	The Thier Group
Steve Christia	Christianson	THE WATER-SCHOOL
Patricia	Gustin	The Windham
Selene	Orozco	The Windham
Paul	LeRoy	The281Group
Nicolaos	Theophanous	Theophanous Structural Engineers
Gabriela	Lopez de Ayala	THERMAL ENERGY SOLUTIONS INC
Thomas	Owen	Thomas J Owen and Associates
Rodney	Thomason	Thomason Tractor
Britton	Thompson	Thompson Insurance Agency, Inc.
Joseph	Kean	Tierra Data Inc
Rose	Yonia	Tierra West Advisors, Inc
Darryck	Selk	TIGER TANKS INC
Kevin	Cox	Tioga-Sequoia Brewing Company
Ric	Carothers	Tire Country USA Inc
Carolyn	Brown	Titanium Realty
CHRISTOPH	Coffelt	TLC POSTAL CENTERS
Tina	Mitchell	TLC Safety Consultants, Inc
Jose	Perez	TOASTED ASPHALT, INC.
Sam	Toledo	Toledo's Inc
Gabriel	Sandoval	Toledo's Mexican Restaurant
Rosario	Valencia	Toledo's Mexican Restaurant
Zulema	Arambula	Toledo's Mexican Restaurant
Aleida	Sanchez	Toledos
Christy	Sanchez	Toledos
Dinora	Cortez	Toledos
Javier	Arias	Toledos inc
Fany	Camacho	Toledo's Inc
Ernesto	Ramirez	Toledo's Inc.
Guillermo	Magallanes	Toledo's Inc.
Luis	Galvan	Toledo's Inc.
Maribel	Rodriguez	Toledo's Inc.
Jose	Sandoval	Toledos Mexican Food
Maria Alejand	Reyes	Toledos Mexican restaurant
Rosario	Valencia	Toledo's Restaurant
Silver	Rodriguez	Toledo's Restaurant
Matthew	Toma	Toma & Associates
Jesse	Ituarte	Tomo Books USA
Mike	Aikens	Total Security Solutions Inc
Jay	Newsome	Total Vision Care Optometry
T'Shaka	Toure	Toure Associates
Steven	Toyama	Toyama & Associates
Lisa	Ramos	TPZP JV
Pantaleon		TR Engineering
Emily	Garcia	Trade Force Staffing Solutions

*Exhibit A.7.c Public Notice Stakeholder Email List*

Michelle	Bergeron	TRADEMARK INC.
Virginia	Munoz	Trademark Staffing
Caprice	Castorena	Trademark Staffing Inc.
Virginia	Munoz	Trademarkstaffing
Sandra	Valle	Traffic Management, Inc
Marty	Ueland	TranPak
Lucie	Colmenero	TRANPAK, INC.
Rosie	Gutierrez	Transamerica
Mo	Elahi	TransAmerica Financial Advisors, Inc
Margot	Tepperman	TRANSITIONS COUNSELING CENTER
Jack	Ybarra	TRANSMETRICS, INC.
KYLE	Bozarth	TRANSMISSION DOCTOR PLUS
Rosetta	Ramirez	Transporatation Systems Engineering
Brandon	Anderson	Transportation Supply
Nancy	Woods	Transtec Consulting
Monique	Elias	TRANS-WEST SECURITIES SERVICE INC
Lori	Laglow	Travelers Body &Fender Works, Inc.
Fred	Lowe	Tree Pro Tree Service Inc
Sylvia	Manzo	TreeHouse Private Brands
Kim	Tremaine	Tremaine & Associates, Inc.
Ken	Slaughter Jr.	Trench Shoring Company
Dean	Schoder	Trimark Associates, Inc.
Philip	Herve	Trinity EMCS Inc.
Mark	Horn	Trinity Engineering Laboratories Inc
Jessica	Phillips	Triple J Ready Mix
Kim	Graves	Triton Corp
Cortney	Mayhue	Triton PEO
Jenny	Jimenez	Tri-Valley Plastering Inc
Ron	Sheldon	TTG Corp.
Tony	Ramirez	TUFF SHED
Gabby	Alvidrez	Tulare WIB
Sandy	Miller	Tulare WIB
Rosemary	Alanis	Turning Point
Rachael	Sedory	TURNING POINT OF CENTRAL CALIFORNIA - TAY PROGRAM
Eva	Rincon	Tutor Perini Corporation
Micaella	Rivera	TUTOR PERINI ZACHARY PARSONS- JOINT VENTURE
Robert	Bills	TW PATTERSON BUILDING
Carolyn	Mendibles	Twilight Haven
Kandi	Karst	Twilight Haven
Sherry	Tipps	TWO JINN, INC. DBA ALADDIN BAIL BONDS
Brent	Tyrrell	Tyrrell Resources, Inc.
Bernadette	Rojas	U.S. Department of Commerce
Glen	Roberts	U.S. Department of Commerce
Nangpay	Vang	U.S.D.A. - Farm Dept
Antoinette	Rodriguez	UEI College
Jenny	Heaton	UEI COLLEGE
Debbie	Neely	Ulbrich California
Donald	Parreira	Ultra Gro Plant Food
Elizabeth	Lewis	UNION PACIFIC RAILROAD
Tony	Canales	United Brotherhood of Carpenters, Local 701,1109 &
Sara	Lugo	UNITED FARMWORKER FOUNDATION
Sylvia	Hernandez	United Health Center Kerman
Frances	Gomez	United Health Centers
Juan	Hernandez	United Health Centers
Michael	Green	United Health Centers
Naomi	Popoff	United Health Centers
Kevin	Yablan	United Mechanical Contractors, Inc.
Brittany	Edwards	United One Productions

*Exhibit A.7.c Public Notice Stakeholder Email List*

EUGENIA	FELTER	UNITED RODENT & PEST SERVICES, INC.
Rudy	Rosales	United Site Services, Inc.
Jorge	Ramos	United Staffing Associates
Jason	Smoyer	UNITED STATES COLD STORAGE
Lee	Takikawa	United States Department of Agriculture
Nicholas	Grim	United Way Fresno and Madera Counties
Bruce	Ketch	United Western
Gale	Pirtle	United Western Industries
Trayce	Pedro	UnitedHealth Centers
Aaron	Ordaz	Universal Metal Solutions
Arthur	Templeman	Universal Precast Concrete, Inc.
Aretha	Southwell	UNIVERSAL PROTECTION SERVICES
Madeline	Wilson	Universal Reprographics, Inc.
Lynnette	Brewer	UNIVERSITY OF CALIFORNIA COOPERATIVE EXTENSION, F
George	Vanvleet "Van"	University of California Merced
Judy	Anaya	UNIVISION
Tommie	Nellon	Unlimited Energy
Patrick	Seitz	unWired Broadband
Cheyenne	Jenvey	UPS
Jason	Huewe	Upstream Designs, LLC
Jason	Ling	Urban Design Consulting Engineers
Elizabeth	Cortez	Urology Associates
Erin	Lung	Urology Associates
Stephanie	Perez	Urology Associates
Davis	Cheng	US NATIONAL AGRICULTURE AND BIOTECHNOLOGY CENTER
Kamala	Harris	US Senate
Yinbin	Xu	US SOUND & VIBRATION INSTITUTE
Benjamin	Tate	USDA
J.A.	Valdez	V&G Builders, Inc
Shannon	Deen	VA Central California Health Care System
Natale	Boudah	Va hospital
Sylvia	Gonzalez	Valdez and Valdez
Juan	Islas	VALLARTA SUPERMARKET
Lydia	Gutierrez	Valley Apprenticeship Connections
Ger	Lee	Valley Caregiver Resource Center
Shellena	Heber	Valley Center for the Blind
Greg	Lucas	Valley Chrome Plating Inc
Kent	Carpenter	Valley Chrome Plating Inc
Matthew	Lucas	Valley Chrome Plating Inc
Ray	Lucas	Valley Chrome Plating Inc
Tom	Lucas	Valley Chrome Plating Inc
Robert	Lossotovitch	Valley Cleaning & Restoration Inc
Raelene	D	VALLEY ELECTRONIC BILLING
Nina	Hernandez	VALLEY EXPRESS INC.
Paul	Cano	Valley Family Fitness
Steve	Cash	Valley Fence Co
Gary	Jue	VALLEY FIG GROWERS
Irving	Hernandez	Valley Health Team
Saky	Sihan	Valley Health Team. Inc.
Kathleen	Rose	VALLEY HEALTHCARE CENTER
Rita	Patel	Valley Inn
Susie	Paredes	VALLEY IRON INC
Mary	Zakaryan	Valley Regional Home Health
Hugo	Hernandez	VALLEY SANITARY SUPPLY
Debbie	Raven	Valley Small Business Development corporation
Rich	Mostert	Valley Small Business Development Corporation
Janet	Grimson	Valley Teen Ranch
Robert	Gifford	Valley Torch & Regulator Repair

*Exhibit A.7.c Public Notice Stakeholder Email List*

Michael	Garabedian	Valley Welding & Machine Works
Julie	Vandermost	Vandermost Consulting Services
Roger	Van Groningin	Van-G Trucking Inc
Douglas	Scheidt	Vanguard Construction Services, Inc.
Ricardo	Lainez	Vast Networks
CHRISTOPH	NELSON	VELOCITY ENGINEERING
Abdul	Ali	Ventura Market
Vida	Wright	Veridico Group, Inc.
Britt	Field	Verus Care Inc.
Cynthia	Rhodes	Veterinary Emergency Service, Inc.
Denise	Demery	VIA ADVENTURES INC.
Ryan	O'Hearn	VIBRA HEALTHCARE-SAN JOAQUIN VALLEY REHABILITATION
Tyler	Rynberg	Vibro-Acoustic Consultants
Paul	Majich	Vido Artukovich & Son Inc./ Vidmar Inc. A JV
Shawna	Gutierrez	Vie-Del Company
Beatriz	Villa De Green	Villa Construction
Leticia	Montes	Village Suites
Mario	Rios	Villar Construction
Jim	Vincent	Vincent Communications Inc
Chuck	Van Fleet	Vino Grille
Jen	Van Fleet	Vino Grille
Ko	Vang	VINTAGE GARDENS
Susan	Fairlough	VINTAGE GARDENS
Gladys	Nazario	Visalia Adult School
Don	Alfano	Visalia Ceramic Tile Inc.
Alex	Torres	Vitalitylifecoach
Denise	Mendoza	Vitro
Leslie	Mosier	Vivint Solar
Vicki	Gray	VLG Engineering
Shelly	Schmidt	VOCATION PLUS CONNECTIONS, INC.
Michelle	Vigil	VOLT WORKFORCE SOLUTIONS
WILLIAM	WAGES	VORTEX CONSTRUCTION
Georgiena	Vivian	VRPA Technologies, Inc.
Jesus	Vargas	VSCE, Inc.
Albert	Prince	VSVCR
Danny	Mitchell	VTR (Valley Transport and Refrigeration)
Patrick	Wong	W2 Design, Inc.
Robert	Kull	Wabtec Railway Electronics
Evan	Martinez	Waffle Shop
Andrew	Wahrenbrock	Wahrenbrock Capital
Tasha	Hellman	WalMart - Kings Canyon
Kyle	DeBenedetto	Walter C Smith
Timothy	Jones	Wanger Jones Helsley
Cindy	Kilroy-Largent	Warden's
Sandra	Campos	Warphire
Randy	Baerg	Warren & Baerg Manufacturing, Inc.
Hank	Gutierrez	Washington Unified School District
Jenny	Perez	Washington Unified School District
Sophia	Rizzo, Ed. D.	Washington Unified School District
Sabrina	Franco	Waste Connection
Bob	Waterston	Waterston Construction Inc.
Valerie	Celaya	Wawona Frozen Foods
CHRISTINA	Way	WAY & ASSOCIATES APPRAISAL & CONSULTING SERVICE
John	Lehn	WDB - Kings
Teresa	Hitchcock	WDB - Kern, Inyo, Mono
Robert	Morris	WDB - Merced
John	Solis	WDB - San Joaquin
Doris	Foster	WDB - Stanislaus

*Exhibit A.7.c Public Notice Stakeholder Email List*

Adam	Peck	WDB - Tulare
Margarita	De Arcos	We Recycle
Nick	Rogers	Weather Tec
Jennifer	McGehee	Weathertec
Stephanie	Perkins	WEATHERTEC
Rechima	Dean	WEBE Construction Cleanup
Ralph	Wedge	Wedge Roofing Inc.
Gayle	Hearst	Weiss, Martin, Salinas & Hearst
Linda	Kile	WELCOME HOME VACATION RENTALS
Sunny	Kooner	Wells Fargo - Clovis
Yong	Thao	Wells Fargo - Sunnyside Branch
Werner	BRAUN	WERNER ENGINEERING, INC
Robert	Vasquez	West Care Foundation
Dragos	Andrei	West Coast Engineering Consultants
Audrey	Silk	WEST COAST ENTERPRISES
Janice	Mathurin	WEST FRESNO FAMILY RESOURCE CENTER
Claudia	Call	West Hills College
Anna	Gonzalez	WEST HILLS COLLEGE CHILD DEVELOPMENT
Kris	Costa	West Hills College Lemoore
Anita	Wright	West Hills Community College District
Corinna	Pereira	West Hills Community College District
David	Castillo	West Hills Community College District
Robert	Pimentel	West Hills Community College District
Stuart	Van Horn	West Hills Community College District
Virginia	Villa	West Pacific Electric Company Corporation
Angie	Jenkins	Westcare
Tara	Estrada	WESTCARE
Helder	Domingos	Westech Systems, Inc
Jennifer	Vizcarra	Westech Systems, Inc
Anthony	Baubach	WESTERN MANUFACTURING CORP.
Tara	Greenburg	Western Metal Co.
Desiree	Carbajal	WESTERN MOBILE GLASS
Regan	Lango	Western States Plumbing Inc
Clyde	Gilliam	Western Structures
MARIA	Garcia	WESTERN VALVE, INC.
Bill	Pierce	Westlands Water District
Danielle	Castaneda	Westlands Water District
Danielle	Castaneda	Westlands Water District
Marcie	Lewis	Westlands Water District
Ter	Vang	Westlands Water District
Marilyn	Emel	WestRock
Angie	Esquibel	Westside Auto Dismantlers
Julie	Guerrero	Westside Auto Dismantlers, Inc
Julie/ Angie	Guerrero/ Esquivel	Westside Auto Dismantlers, Inc
Rocio	Quevedo-Lucio	Westside Family Preservation Services Network
Aurora	Ramirez	Westside Family Preservation Services Network
Sherri	Cabriel	WESTSIDE SUPPLY
Alicia	Torres	Westside Trading Co.
Helle	Petersen	WET
Omar	Gallardo	Weyerhaeuser
David	Vatcher	WFG
Cecilio	Mora	WHCC
April	Betterson	WHCCD
Cecilio	Mora	WHCCD
Stuart	Van Horn	WHCCD
Kristine	Walter	Wheelhouse Strategies, Inc.
CAROLYN	NEIPRIS-JONES	WHITE BEAR ENTERPRISES
Armando	Galvan	White Glove Car Wash

*Exhibit A.7.c Public Notice Stakeholder Email List*

Mark	Spencer	Whitlock & Weinberger Transportation, Inc.
Mitchel	Whitson	Whitson Contracting & Management, Inc
Michelle	Doody	Wiebe Hinton Hambalek LLP
Jane	Wiggans	Wiggans Group, Inc.
Tina	Schulte	WILD ELECTRIC INC.
Josh	Brewer	Wildlife Control Technology Inc.
Mark	Woods jr	Wildwood Express
Hilda	Lopez	Wilkins, Drolshagen & Czesinski - Law Firm
Will	Douglass	Will Douglass Electric
Norma	Williams	Williams & Associates
Derek	Watry	Wilson, Ihrig & Associates, Inc.
Reed	Wimmer	Wimmer Construction
Tom	Weber	WiseConn
Rodger	Dana	Wm. B. Saleh
Elisabeth	Wolf	Wolf Recruiting
Chris	Wolfe	WOLFE CAPITAL INVESTMENTS
Denise.Xu	Xu	wolong electric group co., ltd.
Ariv	Wong	Wong & Associates Consulting Engineers, Inc.
Christine	Nielsen	Wood & Randall, Certified Shorthand Reporters, A P
Judie	Hodson	Woodward Drilling Company, Inc.
Brooks	Whitehead	WORK FORCE STAFFING
Ania	Kaminska	Worksters, Inc
Larry	Telles	World Financial Group
Danielle	Moore	Wow Mobile Accessories
Aubrye	Foote	Wowjoint Holdings
Lan	Weber	WRC Incgf
Bill	Curry	WSC Consulting
Moises	Jaimes	WSS
Jeff	Lorentz	WWD Corporation
Larry	O'Brien	Xander Consulting LLC
Allen	Kachadurian	Xylem
Dan	Yau	Y&C Transportation Consultants, Inc.
Esther	Shaw	Yang Management, Inc.
Esther	Shaw	Yang Management, Inc.
Sandra	Kharazi	Yarra Law Group
Sonia	Padilla	Yarra, Kharazi & Clason
Ricardo	Cristobal Rodriguez	Yarra, Kharazi, Clason & Aniotzbehare
Michael	Leffall	YBCA Compliance
Thomari	Story-Harden	YOUR CREDIT PULSE
Kelly	Forzetting	Your Traveling Greek
Cynthia	Sapien Rocha	Youth Leadership Institute
Yammilette	Rodriguez	Youth Leadership Institute
Kim	Richardson	YP
Ward	Scheitrum	ZACKY FARMS
Mark	Ditko	Zen Engineering
Tina	Daniel	Zim Industries, Inc
Gabby	Gutierrez	Zumwalt Construction, Inc.
Scotty	Arcelus	Zumwalt Construction, Inc.

**Phyllis Stogbauer**

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**From:** Phyllis Stogbauer  
**Sent:** Friday, February 01, 2019 1:08 PM  
**To:** 'Bethany.Renfree@cwdb.ca.gov'; 'Michael.Dowdy@cwdb.ca.gov';  
'Rafael.Aguilera@cwdb.ca.gov'  
**Subject:** Fresno Regional Workforce Development Board WIOA Plan  
Modification

**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
FOUR YEAR STRATEGIC PLAN MODIFICATION**

The Workforce Innovation and Opportunity Act (WIOA) requires the Fresno Regional Workforce Development Board (FRWDB) to prepare, review, and submit plan modifications for the regional/local plans at the end of the first two year period of the four year plans. The plans must identify and describe the policies, procedures, and activities that are provided in Fresno County, consistent with the State plan.

The FRWDB is seeking public comments as required by the WIOA on the draft plans. Copies will be available on our website at [www.workforce-connection.com](http://www.workforce-connection.com), and for pick up at the FRWDB administrative office located at the address below, on February 1, 2019.

Comments may be submitted in writing to:

Blake Konczal, Executive Director  
Fresno Regional Workforce Development Board  
2125 Kern Street, Suite 208  
Fresno, CA 93721  
Fax: 559-490-7199  
E-mail: [WIOAplan@workforce-connection.com](mailto:WIOAplan@workforce-connection.com)

To ensure your comments can be considered, they must be received no later than  
**5:00 p.m. on March 4, 2018.**



*Phyllis Stogbauer*

Deputy Director of Program Services  
Fresno Regional Workforce Development Board

559.490.7168 | [www.frwdb.net](http://www.frwdb.net)



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