

Fresno County

Growing the California Dream



Fresno County EDC

Mission – To market Fresno County as the premiere location for business prosperity

BUSINESS EXPANSION, ATTRACTION & RETENTION SERVICES

- Site Selection Assistance
- Local, State, & Federal Business Incentives
- Assistance with Permitting, Zoning, and Licensing; other Municipal Services
- Connections to Employee Recruitment Services & Customized Training Program Development
- Financing Options
- Incentive Calculations
- Utilities – Incentives, Rebates, & Energy Rate Analysis Assistance
- Research & Data – Customized demographic reports for special areas of interest including information on workforce availability

HIGH-SPEED RAIL BUSINESS SUPPORT SERVICES

- Site Selection
- Assistance with Financing Options
- Local Permitting & Regulations
- Meetings - Coordinate meetings with PG&E, California permitting agencies, High-Speed Rail Authority & any local or state agency necessary to ease transition process

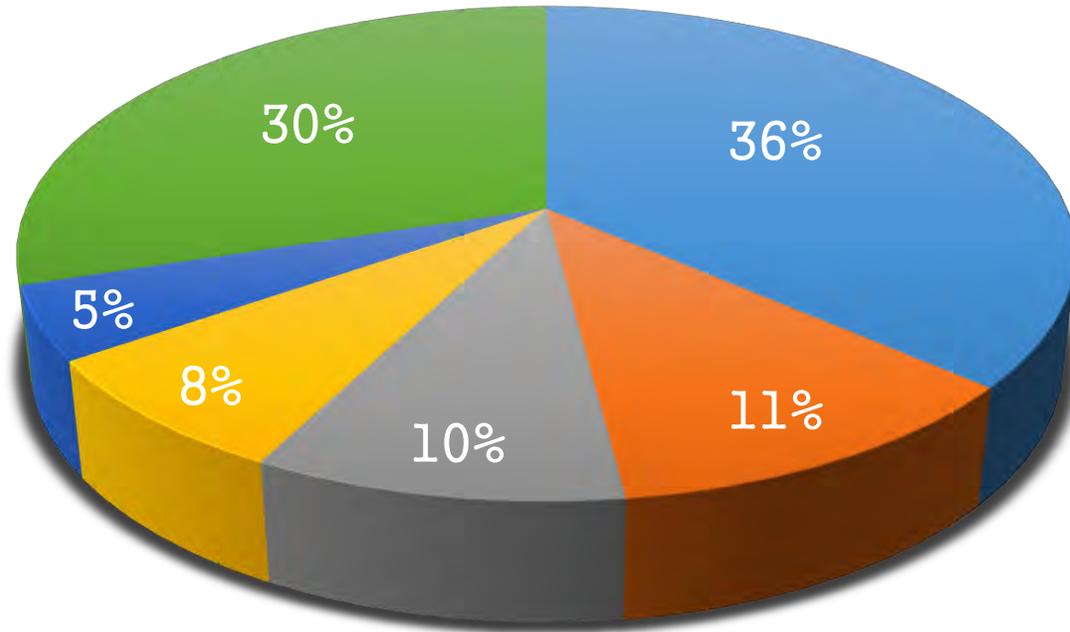
OTHER PROGRAMS & SERVICES

- County CEDS (Comprehensive Economic Development Strategy)
- Global Cities Initiative (partnership with Brookings Institute & JP Morgan Chase)
 - Regional Export Plan
 - Regional Foreign Direct Investment Plan

Business Expansion Retention and Attraction

FY 2015-2016 Activity

New Leads by Industry



- Manufacturing
- Construction
- Transportation & Warehousing
- Wholesale Trade
- Health Care & Social Assistance
- All Others

Business Outreach: 532
Partner Referrals: 1,135
New Client Leads: 148
Project Successes: 19

New Employment Opportunities (NEO)

153 Participating businesses as of Oct 1, 2016
323 Placements filled by local businesses

Reverse Attraction

Industry Clusters as Engines of Economic Development

1. Research literature shows that clusters bring about specialization and optimal ecosystems

- Competitive advantage of location
- Specialized labor, specialized suppliers, specialized infrastructure, specialized technologies, natural endowments, land endowments, and capital endowments
- Businesses within clusters compete and flourish

2. The EDC developed an analysis to identify strategic clusters in Fresno County by using a multi-dimensional criteria

- Cluster definition from core economic sectors in Fresno County
- First Stage: Specialization, Economic Scale, and Evolution on All Economy
- Second Stage: Specialization, Economic Scale, and Evolution on Foreign Trade and Investment (Exposure to the International Value Chain)

3. The outcome of the analysis shows five strategic clusters for Fresno County

1. Agricultural Manufacturing Cluster
2. Energy Cluster
3. Logistics and Distribution Cluster
4. Construction Cluster
5. Water Technology Cluster

Reverse Attraction

Targeted Outreach

The EDC developed a **business-by-business analysis within each cluster to identify their potential on job growth**

Using the 2013 NETS Database, Fresno EDC analyzed the correlation between a business and a wide variety of business characteristics (i.e. sales, trade, size, etc.)

- The analysis provides employment predictions for all years of operation business-by-business within clusters
- The first year in time series provides the benchmark to assess job flows business-by-business within clusters

Using each business job flows, Fresno EDC designed the **Employment Growth Index:**

- It is the **central tendency on job flow values for each of the businesses across time**
- The baseline value for is 100 (the first employment prediction in time-series)
 - A value greater than 100 = capacity to expand. The greater the value, the higher the expansion capacity
 - A value less than 100 = a business retention target

Targeted Outreach Sample

Food Processing

Top 10, Fresno County – Job Growth Index

COMPANY	2013 Employment (Full-Time)	2013 Sales (Millions)	INDUSTRY	Trade	Job Growth Index	Exceeds Median Annual Wage in Fresno County
	50	\$4.20	Bread, cake, and related products	Import	1,717.78	Yes
	23	\$2.10	Seasonings & spices	N	323.54	No
	34	\$4.00	Pasta, uncooked: packaged with other ingredients	Import	208.51	No
	200	\$48.15	Pickles, sauces, and salad dressings	Import Export	206.41	No
	100	\$15.27	Spaghetti and other pasta sauce: packaged in cans, jars, etc	N	180.03	Yes
	50	\$10.33	Sausages and other prepared meats	Import	177.34	No
	25	\$4.80	Fruit pie mixes and fillings: packaged in cans, jars, etc.	Import Export	137.43	Yes
	285	\$43.52	Jams, including imitation: packaged in cans, jars, etc	Import Export	127.73	Yes
	15	\$1.5	Noodles, fried (Chinese)	N	124.83	No
	34	\$2.4	Bread, all types (white, wheat, rye, etc); fresh or frozen	N	117.53	Yes

Customized Training

Addressing business needs by facilitating short term trainings to develop the skills required to close the gap in the industry.

Truck Driving Academy - 240 hour course including behind the wheel training.

Commercial Drivers License Completion:	85
Business Placement:	73
Placement Rate:	86%

Pre-Apprenticeship

California Laborers Test, Pass:	8
California Laborers Test, Non-Pass:	3
Trade/Business Placement:	10
Placement Rate:	91%

Economic Impact

Program	Direct	Indirect	Induced	Total
Business Attraction	\$37,811,460	\$7,722,280	\$6,761,091	\$52,294,831
HSR Business Services	\$101,301,940	\$28,195,593	\$28,500,222	\$157,997,755
Local Business Retention	\$215,673,268	\$33,157,472	\$34,335,748	\$283,166,488
Local Business Expansion (10%)	\$18,871,411	\$3,191,407	\$3,304,816	\$25,367,633
Total	\$373,658,079	\$72,266,752	\$72,901,877	\$518,826,707

SUMMARY OF EMPLOYMENT IMPACTS FOR ALL PROGRAMS

Program	Direct	Indirect	Induced	Total
Business Attraction	112	71	54	237
HSR Business Services	425	220	216	861
Local Business Retention	1,054	209	261	1,524
Local Business Expansion (10%)	92	18	23	133
Total	1,683	518	554	2,755

SUMMARY OF INCOME IMPACTS FOR ALL PROGRAMS

Program	Direct	Indirect	Induced	Total
Business Attraction	\$7,638,654	\$2,479,827	\$2,173,240	\$12,291,721
HSR Business Services	\$33,400,656	\$9,290,258	\$9,160,907	\$51,851,821
Local Business Retention	\$40,884,336	\$10,370,683	\$11,036,707	\$62,291,726
Local Business Expansion (10%)	\$3,577,379	\$998,178	\$1,062,283	\$5,637,841
Total	\$85,501,025	\$23,138,946	\$23,433,137	\$132,073,109

source: www.valleyeconomicassociates.com

Thank you!



Fresno County

Growing the California Dream





February 27, 2017

Assemblyman Jim Patterson
P.O. Box 942849
Sacramento, CA 94249

Re: SUPPORT Assembly Bill 301 – Third-Party License Examinations

Dear Assemblyman Patterson,

Please accept this letter of support for **AB 301** from Fresno County Economic Development Corporation. This bipartisan bill will help countless truck driving students and transit drivers who are forced to wait several months to take their Commercial Driver's License tests (CDL). The backlog at the Commercial DMV Testing Sites throughout our state has caused hardships for California families as prospective drivers cannot work until they pass the necessary tests. Often times, drivers lose job offers due to this long wait.

The Fresno EDC administers a training program in partnership with the Department of Social Services and West Hills College. We know firsthand of the delay on testing and the hardship this is causing the newly trained truck drivers. Our office is in complete support of this bill.

With 30,000 available truck driving jobs in California, this bill is needed now more than ever. Allowing third-party entities to administer the CDL exams would increase availability and access to CDL exams for class A and B vehicles just as 29 other states already do.

Third-party testers are consistently able to offer more examination dates and times that would keep up with the increasing public demand for CDL exams. Californians seeking to improve their quality of life by obtaining these licenses should not have to wait months for a simple exam.

Fresno County Economic Development Corporation is in support of **AB 301** because of the reasons stated above as well as for the economic impact for the drivers and their families. The countless trucking firms in need of drivers to maintain and expand their businesses will also benefit from allowing a third-party entity to administer the CDL exams.

Sincerely,

Lee Ann Eager
President/CEO

LAE/mp

Fresno County EDC

Our mission is to market Fresno County as the
premiere location for business prosperity

Fresno County EDC

- EDC Services
- Business Attraction
- Business Expansion and Retention
- High Speed Rail Business Support
- Public & Government Relations

EDC Services

BUSINESS EXPANSION, ATTRACTION & RETENTION SERVICES

- Site Selection Assistance
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MEMBERSHIP SERVICES

Investing in the EDC is not only a great way of supporting the economic prosperity of Fresno County, it is a perfect way to network with other investors, market your business locally, and to companies looking to expand.

Business Attraction

Client Leads

- Sources
 - Direct
 - Partner Referrals
 - CCVEDC (California Central Valley EDC)
 - GO-Biz (Governor's Office of Business and Economic Development)
- Responding to Requests for Information (RFIs) with qualifying sites and/or requested info
- Coordinate Site-Visits and Client Meetings with Partners

Business Attraction

Customized Request for Information (RFI) response packets

Packets include:

- Requested information from broker, company, or site selector
- Advantages
- List of available real estate sites
- Incentives information
- Regional data
- Industry data
- Fresno County Highlights

The collage displays several key sections from a business attraction packet:

- FRESNO COUNTY** logo and a map of the county.
- TABLE OF CONTENTS** page listing sections like Demographics, Workforce, Incentives, and Housing Market.
- DEMOGRAPHICS** page with a table showing population and other statistics.
- WORKFORCE** page with a table detailing labor force characteristics.
- INCENTIVES** page titled "Incentives Available to Manufacturers" listing various programs.
- HOUSING MARKET** page with a table comparing housing metrics across different counties.

Business Attraction

Marketing Fresno County

- Industrial parks and sites
- Participate in Broker Missions
- Trade Shows (selected list)
 - Winter Fancy Food Show (San Francisco)
 - Medical Design & Manufacturing (Anaheim)
 - WestPack West (Anaheim)
 - World Ag Expo (Tulare)
 - California League of Food Processors (Sacramento)
 - SelectUSA (Washington D.C.)
 - Process Expo (Chicago)



Lee Ann at Hannover Messe

Incentives

County Incentives

- Building Plan Check/Permit Fee Deferral Program
- Rapid Response Program

Hiring Incentives

- New Employment Opportunities (NEO) Program
 - Fresno County Only
- New Employment Credit (NEC)
- Work Opportunity Tax Credit (WOTC)
- County of Fresno Workforce Training Programs
 - ✓ Customized Training
 - ✓ Work Experience (WorkEx):
- Employment Training Panel (ETP)

State Incentives

- California Competes Credit (CCC)
- Manufacturing Equipment Sales & Use Tax Exemption
- California Research and Development (R&D) Credit

Federal Incentives

- Foreign Trade Zone (FTZ)
- HUBZone (Historically Underutilized Business Zone)

Regional Incentives

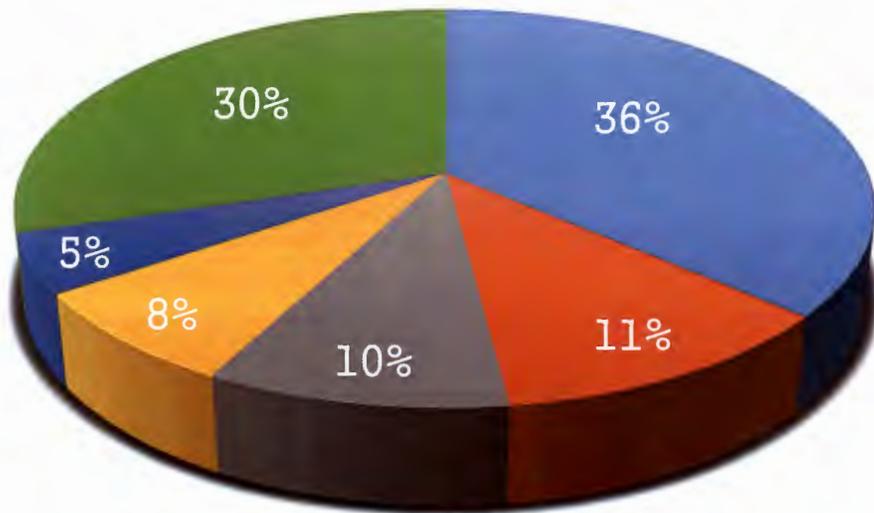
- PG&E Economic Development Rate (EDR)
- Recycling Market Development Zone (RMDZ)

City Incentives

- Incentives offered by incorporated cities
 - Outlined Programs & Case-by-case review
 - ✓ Coalinga, Clovis, Fresno, Firebaugh, Fowler, Kerman, Kingsburg, Orange Cove, Parlier, Reedley, Sanger

Leads & Trends

Leads by Industry



- Manufacturing
- Construction
- Transportation & Warehousing
- Wholesale Trade
- Health Care & Social Assistance
- All Others

FY 2015-2016 Activity

New Client Leads: 148
Project Successes: 19
Private Investment: \$18.2 mil+
Jobs: 215+

Project Successes

Alfa Laval, Inc. (Attraction)
Baker Distributing Company – Distribution Center (Attraction)
BlueLine Rental, LLC (Attraction)
Helena Chemical Company – Firebaugh (Expansion)
Ideal Home (Expansion)
Fresno Gem & Mineral Society (Expansion)
Fresno Truck Training (Retention)
Lanna Coffe Co. (Expansion)
Linemore LED Labs, Inc. (Expansion)
MBS Accountancy Corporation (Expansion)
Midtown Community Market (Expansion)
MGE Underground, Inc. (Attraction)
Olam SVI - Firebaugh (Expansion)
State Foods Supermarkets – Parlier (Expansion)
Pangea Global, LLC (Attraction)
United Staffing Associates, LLC (Attraction)
Valley Industrial Products, Inc. (Attraction)
Yardney Water Filtration Systems, Inc. (Attraction)
2626 S. Maple Partners LLC (Attraction)

Reverse Attraction

Starting point – Determine Fresno County’s strategic attraction clusters

Drivers of wealth accumulation

1. Agricultural Manufacturing Cluster
2. Logistics and Distribution Cluster
3. Construction Cluster
4. Energy Cluster
5. Water Technology Cluster

Reverse Attraction

1. Strategic Trade Show Selection



2. Strategic business targets

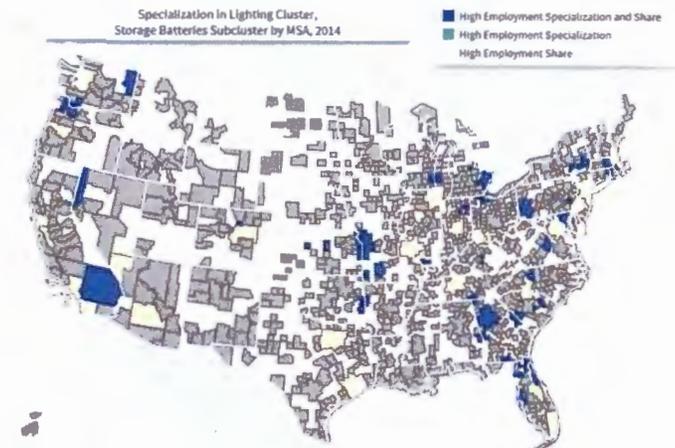
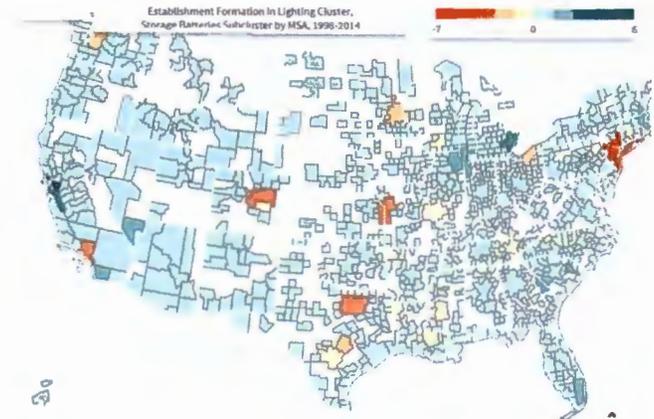
Systematized direct contact with business prospects

Cluster focus (competitive advantage)

Regional focus

Supply chain

Customized outreach



Business Expansion & Retention

2015–2016 Outreach

- 532 Businesses Engaged
- 1,135 Partner Referrals Completed

New Employment Opportunities (NEO)

- Wage Reimbursement Program, partnership Dept. of Social Services
- 153 Participating businesses as of Oct 1, 2016
- 323 Placements filled by local businesses
- 2 Innovative trainings
 - GeekWise Academy
 - Truck Driving Academy

Other Partnerships

- Fresno Energy Watch (FEW)
- Reading and Beyond

Global Cities Initiative

Export – The Largest Growth Sector of the US Economy

5-year project to help leaders reorient their economies for greater engagement in the global market

A partnership between the Brookings Institution & JPMorgan Chase

Brookings researchers provide access to extensive data and expert guidance on export plan development



Global Cities Initiative

In 2015, the 8-county Central Valley became the largest area to be chosen for the Global Cities Initiative project, a partnership between Brookings Institute & JP Morgan Chase

- Develop Export Plan
- Develop Foreign Direct Investment (FDI) Plan

The Core Team includes the City of Fresno, The Greater Fresno Area Chamber of Commerce, Fresno State, The U.S. Commercial Service, and the Fresno County EDC

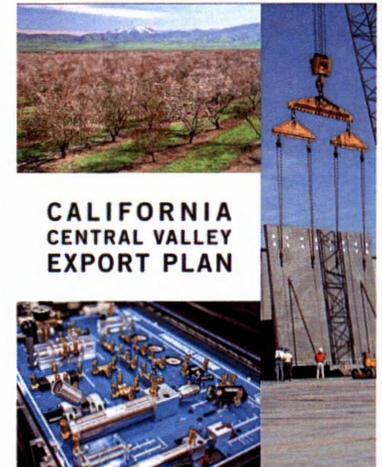
Progress includes:

Extensive survey & interview outreach to Valley businesses – complete but effort ongoing

Key findings – most Valley companies don't understand export value, process, or assistance

Why it matters for Fresno County:

- **31,125:** total export-supported jobs in Fresno County
- **7.24:** total jobs supported per \$1 million of exports
- **Survival:** Study found that businesses that exported were 10% more likely to survive over a 7-year period than non-exporters



Foreign Direct Investment (FDI)

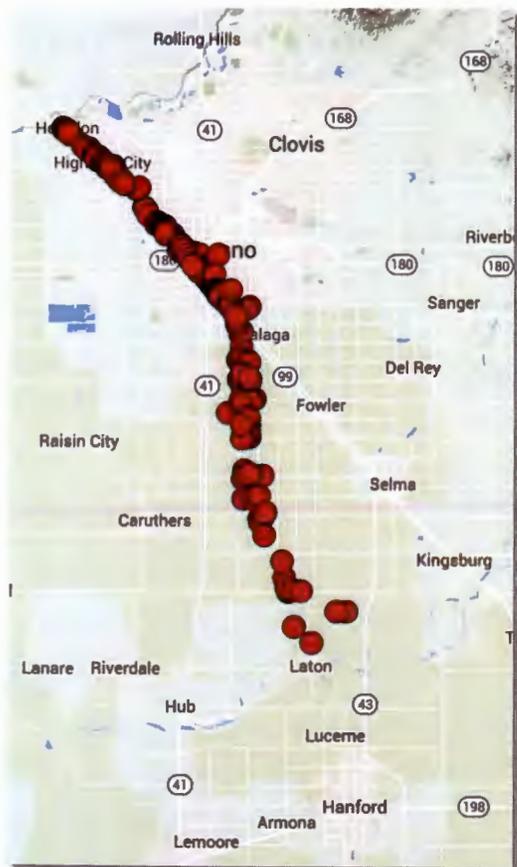
Why is developing an FDI plan important?

- Export + FDI + Local Industry Upgrade Programs form a cooperative ecosystem of global economic development and competitiveness
- The average FOE (foreign owned enterprise) pays 30% higher wages than domestic counterparts and spends well over double the private sector in benefits.
- FDI leads to **supply chain upgrades** through sharing of best practices and innovations to increase local supplier productivity
- In 1998, 12.5% of manufacturing jobs were in FOEs. In 2011, it was 18.5%
- FDI increases export and vice versa. More than 20% of US-made exports are manufactured by FOEs

High-Speed Rail Business Support

Business hardships were inevitable, presenting the greatest **business retention** challenge facing our region

In partnership with the City and County of Fresno, the EDC launched the HSR Business Support Program in 2013



Over 3,600 contacts

Clients by location

94: Fresno County (unincorporated)

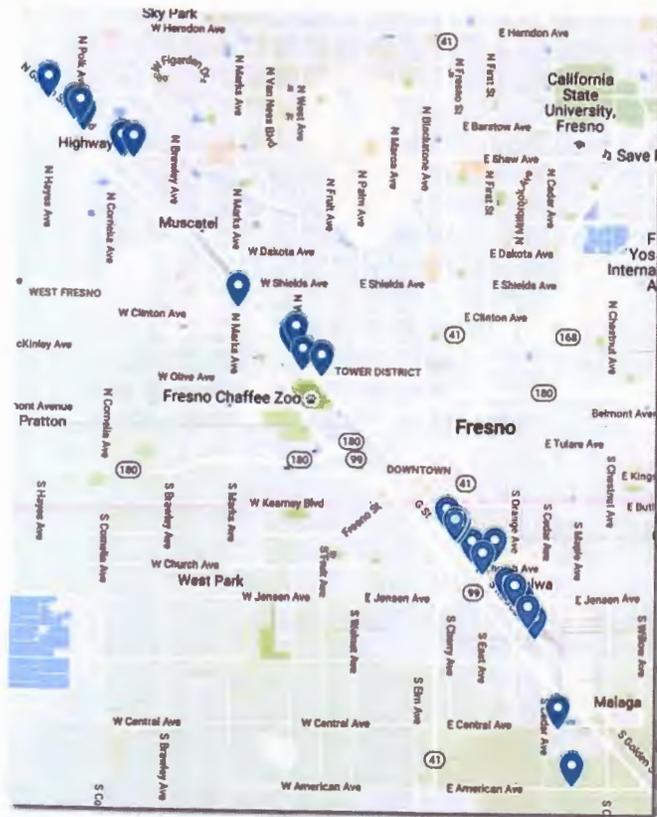
232: Fresno city limits

148 Businesses

Relocated or Reconfigured

30% Expansion

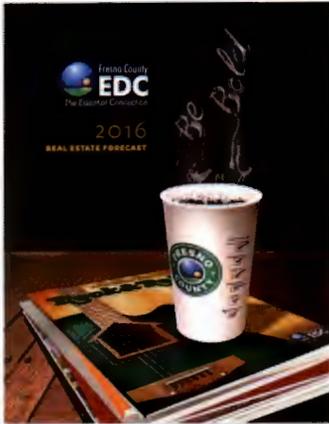
87% Retention



32 Priority Clients
 Actively seeking relocation
 or reconfiguration services

**Majority require
 industrial or
 commercial property**

Public & Government Relations



Real Estate Forecast

The annual Real Estate Forecast is designed to spotlight Fresno County's booming real estate industry with over 400 people in attendance each year. With the help of expert real estate industry speakers, the event is an annual staple for this region for almost 15 years. Furthermore, an annual publication is created for this event highlighting the regional landscape with data, statistics and analysis. Over 1,000 publications are distributed after the event and an electronic copy is always available on the EDC website.



Energy Summit

The Energy Summit serves as an educational platform with two panels (fossil fuels and renewables) discussing the latest energy industry advancements and the impact it presents for our local economy. Regional and national industry professionals from the renewable energy, petroleum and utility sectors share insights on current developments throughout the region, future industry advancements, and the potential and challenges facing the energy industry.



Annual Event

The Fresno EDC's Annual Event convenes the EDC Board of Directors, Investors, staff, partner organizations and other key Fresno County leaders to celebrate the organization's successes and progress from the previous year. Over 200 community and business leaders throughout Fresno County and its' fifteen cities participate in an Annual Investors Meeting focused on local economic development. In this meeting, a Giraffe Award is presented to a community member who has "stuck their neck out" for the community with their achievements.

Public & Government Relations

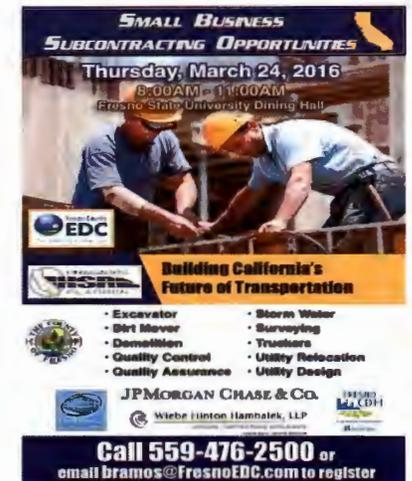
Community Events



DDG Tilt-Up Ceremony



Cosmos Ground Breaking



**SMALL BUSINESS
SUBCONTRACTING OPPORTUNITIES**

Thursday, March 24, 2016
8:00AM - 11:00AM
Fresno State University Dining Hall

**Building California's
Future of Transportation**

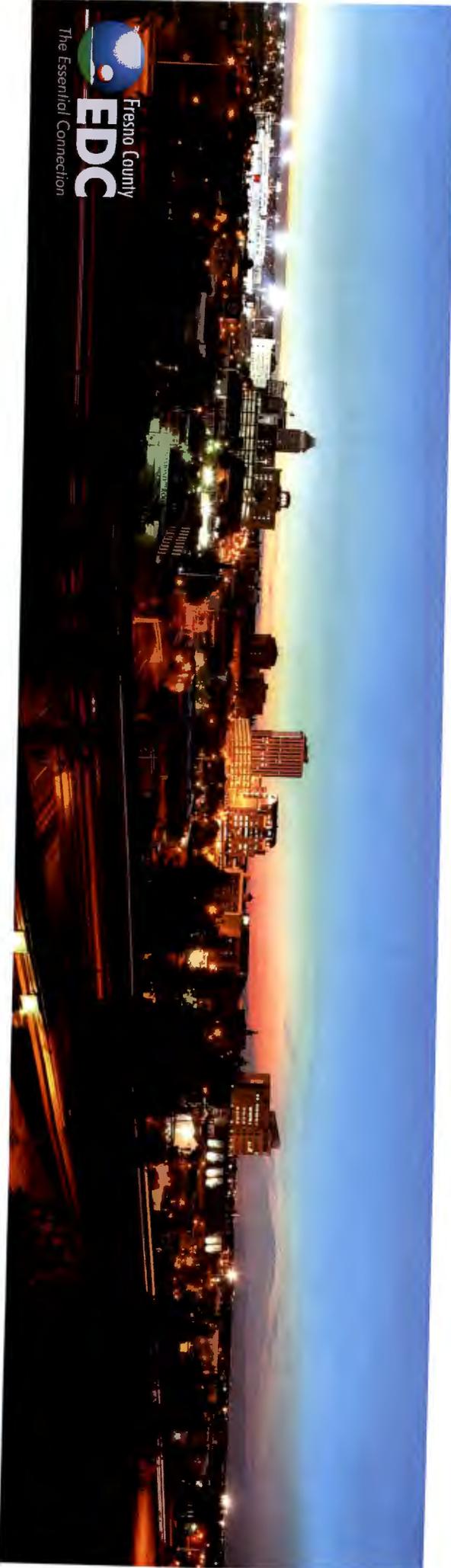
- Excavator
- Storm Water
- Silt Mover
- Demolition
- Quality Control
- Quality Assurance
- Surveying
- Truckers
- Utility Relocation
- Utility Design

JPMORGAN CHASE & CO. | WIEBE HINTON HAMMAK, LLP | FRESNO MCDH

Call 559-476-2500 or
email bramos@fresnoEDC.com to register

Subcontracting Event

Thank you!



Fresno County Economic Development Corporation

Economic Development Report County of Fresno



**FISCAL YEAR 2016-2017
QUARTER 1
JULY 1, 2016 – SEPTEMBER 30, 2016**

**Esther Cuevas, Vice President, Business Development
Will Oliver, Director of Business Services
Andrea Reyes, Contract Compliance Manager
Jose Mora, Client Services Manager**

**Heidi Ecker, Retention Specialist
Katrina Ballard, Economic Development Coordinator
Lavell Tyler, Economic Development Specialist
Margaret Ingham, Retention Specialist
Margo Lerwill, Economic Development Analyst**

**Mark Mimms, Economic Development Coordinator
Sergio Hernandez, Economic Development Analyst
Seth Ramirez, Economic Development Specialist
Shawna Glazener, Economic Development Specialist
Tracy Tosta, Economic Development Specialist**

Fresno County Economic Development Corporation

County of Fresno

First Quarter Activity

This report summarizes the agreement requirements between the County of Fresno and the Fresno County Economic Development Corporation (EDC).

Our Mission

To market Fresno County as the premiere location for business prosperity.

Fresno County EDC Services

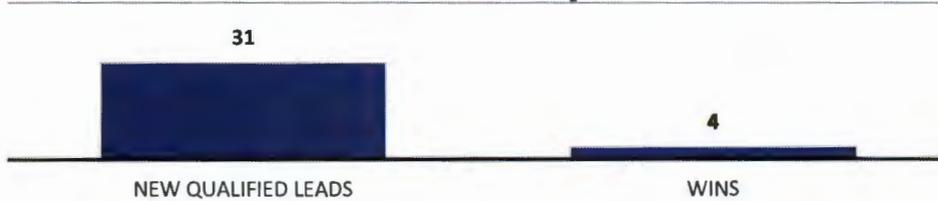
The Economic Development Corporation serving Fresno County is a nonprofit organization established to market Fresno County as the premier location for business prosperity. We strive to not only facilitate site selection for new businesses within Fresno County, but we also assist in the retention and expansion of businesses through our alliance with collaborative partners and resources.

The EDC agrees to the following services:

1. Provide site visits to businesses interested in locating in Fresno County. The EDC will report the number of site visits including names of the business (unless the business expressly requests to remain anonymous), type of industry, and location in the quarterly report to County.
2. The EDC will provide technical assistance to businesses staying in Fresno County or expanding their operations.
3. The EDC will allow County access to industrial inventory. Please see www.fresnocountycities.com.
4. The EDC will maintain, monitor, and draft any required revisions of the County's Comprehensive Economic Development Strategy (CEDS) for approval by the County and help the County achieve the economic development objectives of the CEDS.
5. The EDC, in coordination with the County Administrative Office, will help implement policies and programs from the Economic Development Element of the County of Fresno General Plan.

Business Expansion and Attraction Leads

Q1 Activity



This quarter, The EDC generated **31** business leads and secured a total of **4** wins resulting in 173 jobs created.

Client Number	Company	Industry	Site	Jobs
160216E1	Scelzi Enterprises, Inc.	Manufacturing	2210 E. Annadale Ave., Fresno, CA	100
160311E1	CenCal Solar	Construction	1261 Hoblitt Ave., Clovis, CA	5
CCVEDC 1418	Taylor Communications	Manufacturing; Wholesale Trade	3225 S. Orange Ave. Fresno, CA	43
160606A1	Break Through Engineering Services	Manufacturing; Wholesale Trade	Parlier Industrial Park 1.78 AC	25

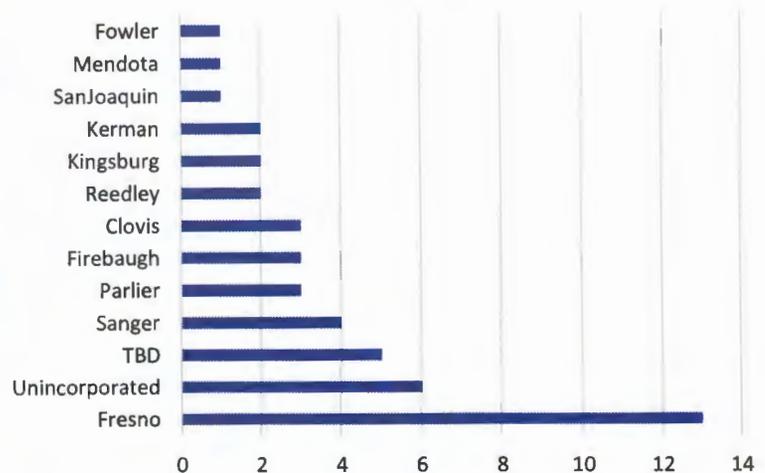
During Quarter 1, four attraction and expansion clients successfully located or commenced expansion plans in Fresno County. From one of the country's leading manufacturers of truck bodies, Scelzi Enterprises, Inc., to a communications company that decided to expand into a facility twice the size from their initial requirement, Taylor Communications, these four expanding businesses will support over 170 jobs over the next several years. The EDC is proud to have offered expansion services, such as property vetting and site search, and will maintain contact to support their continued growth.

Jobs Supported in Quarter 1: 173

Leads by Industry



Leads by City



New Qualified Leads:

Client Number	Industry	Site Requirements	Jobs	Source	Cities Participated
160831R6	Retail Trade	2 AC	-	ICSC	All
160722A1	Wholesale Trade	2,000 SF	TBD	Partner	Clovis, Fresno, Fowler Unincorporated
160707A1	Accommodation and Food Services	TBD	50	Broker	Confidential
1609230	Manufacturing	TBD	TBD	Cons.	Confidential
160831R11	Construction	4 AC	-	ICSC	Firebaugh
160831R2	Construction	5 AC	-	Direct	Firebaugh
160831R7	Retail Trade	10,000 SF	-	ICSC	Firebaugh
160913A1	Accommodation and Food Services	1,500 SF	5	Partner	Fresno
160727A1	Food Manufacturing	4,300 SF	-	Broker	Fresno
160819A1	Food Manufacturing	4,200 SF	25	Partner	Fresno
160814A1	Manufacturing	10,000 SF	15	Direct	Fresno
Project Tilda	Manufacturing	40 AC	100	GO-Biz	Fresno
1607050	Transp. & Warehousing	-	-	Direct	Fresno
1608250	Transp. & Warehousing	250,000 SF	50	Direct	Fresno
160719A1	Transp. & Warehousing	60 AC	600	Broker	Fresno
160726A1	Transp. & Warehousing	-	5	Direct	Fresno, Kerman, Mendota, Reedley, San Joaquin, Unincorporated
CCVEDC 1622	Oil and Gas Extraction	-	-	CCVEDC	Fresno, Reedley
CCVEDC 1620	Transp. & Warehousing	150,000 SF	TBD	CCVEDC	Fresno, Unincorporated
160831R3	Retail Trade	4,000 SF	-	ICSC	Kerman, Parlier
160831R4	Retail Trade	1,000 SF	-	ICSC	Kingsburg, Fresno
160705A1	Transp. & Warehousing	75,000 SF	20	Direct	Kingsburg, Unincorporated
160831R1	Retail Trade	12,000 SF	-	Direct	Parlier
160831R10	Retail Trade	1.5 AC	-	ICSC	Parlier
160831R5	Retail Trade	15 AC	-	ICSC	Sanger
160831R8	Retail Trade	18,000 SF	-	ICSC	Sanger
160831R9	Retail Trade	15 AC	-	ICSC	Sanger
1608010	Food Manufacturing	25,000 SF	25	Direct	Sanger, Unincorporated
160921A1	Confidential	TBD	-	Broker	TBD
160902A1	Food Manufacturing	10,000 SF	TBD	Direct	TBD
160920A1	TBD	TBD	TBD	Broker	TBD
160725A1	Utilities	6 AC	20	Direct	Unincorporated

Broker	Broker reference
CCVEDC	California Central Valley Economic Development Corporation
Cons.	Consultant reference
Direct	Client Contacted Directly
GO-Biz	Governor's Office of Business and Economic Development
ICSC	International Council of Shopping Centers
Partner	Fresno EDC Partner reference

Marketing

The EDC continues to participate in trade shows/missions in partnership with the California Central Valley Economic Development Corporation and Team California to promote Fresno County and its 15 cities.

Trade Shows:

ICSC Western Conference & Deal Making, San Diego 8/30/2016 to 9/1/2016

With over 4,000 attendees, the ICSC Western Conference serves as a great opportunity for owners, developers, retailers, brokers, lenders, municipalities, economic development organizations, and property asset managers to gather under one roof to exhibit, make deals and form successful business partnerships. The EDC attended ICSC San Diego with the Cities of Firebaugh, Parlier, and Sanger. In the months leading up to ICSC, Economic Development Coordinator Mark Mimms assisted with marketing and scheduling appointments at the convention with targeted retailers and brokers. Mr. Mimms met with representatives of 45 companies at ICSC on behalf of our Fresno County Cities.



Broker Events:

SIOR Northern California Chapter Fall Dinner Meeting – 8/4/2016

SIOR Southern California Event – 8/4/2016

SIOR Southern California Golf Tournament – 9/12/2016

CCVEDC members took the opportunity to meet SIOR brokers and developers at the annual Southern California SIOR Golf Tournament held at Dove Canyon Country Club. These tournaments serve as a great opportunity to interact with brokers and promote Fresno County and the San Joaquin Valley. CCVEDC sponsored Hole 10 at the tournament and interacted with all tournament participants.

120 total contacts

46 brokers

42 developers

32 financial service representatives



Mark Mimms and Jennifer Faughn
At SIOR Golf Tournament

QUARTERLY HIGHLIGHTS

REVERSE ATTRACTION – Targeted Industry Clusters Identified

We have moved toward the next step in implementing our targeted marketing campaign for the Reverse Attraction program. Earlier this year EDC Analyst, Sergio Hernandez, identified ten industry clusters present in Fresno County:

1. Agricultural Manufacturing
2. Business, Finance, and Insurance
3. Construction
4. Education and Knowledge Creation
5. Electric Power Generation and Transmission
6. Health Care
7. Information
8. Logistics and Distribution
9. Renewable Energy
10. Water Technology

The next step involved identifying the five clusters where Fresno County currently holds some type of competitive advantage, such as workforce, in the region and across California. The businesses targeted for the Reverse Attraction program would be growing businesses that fall within these identified clusters. Mr. Hernandez assessed each of the ten clusters on 40 metrics associated with economic growth: specialization, size of workforce, and historical trends, among others. Each cluster in Fresno County was compared to the 24 counties that make up the San Joaquin Valley, the Bay Area, and Southern California. Mr. Hernandez identified and recommended the following industry clusters to target for the EDC's Reverse Attraction program:

1. Agricultural Manufacturing
2. Energy
3. Logistics & Distribution
4. Construction
5. Water Technology

Next steps: Stemming from the analysis conducted by EDC Analyst, Sergio Hernandez, we are working with our Economic Development team to determine best practices toward applying our data to drive proactive business outreach in the communities we serve. Most importantly, we are hopeful this targeted outreach will better identify businesses poised for expansion and growth while also serving as a barometer of business strength throughout Fresno County.

Fresno Airport Receives an Improved Credit Outlook from Moody's

A robust international airport is important to any region's ability to attract new business and investment. As the Fresno-Yosemite International Airport staff approached Moody's Investors Service about an upgrade on the Airport's outstanding revenue bonds, making the case about the strength and diversity of the local economy was going to play a vital role in Moody's ultimate decision. When Fresno-Yosemite International Airport leadership asked for information to help make the case for Fresno County's improving economy, the EDC was happy to provide supporting data. Recently, Moody's affirmed the rating of the Airport's revenue bonds and change the outlook from stable to positive. In their Credit Opinion published August 5th, Moody's cited the following factors for the rating affirmation and positive outlook, **"The rating considers the airport's strong management of financial operations and liquidity, an expanding service offering with generally increasing enplanements, service area economy improvements and a limited capital program."**

Fresno State Tops in the Nation

It is well known that a skilled and educated workforce is one of the top three factors important to site selectors and company executives. That's why the recent *U.S. News and World Report's 2017 Best College Rankings* is great news for Fresno County. Fresno State **ranked #1** in the country for graduation rate performance amongst public universities in the country and **#3** overall when including private universities. This is exciting news for the region, but even more so when viewed through the spectrum of business expansion and attraction. Graduate rate performance evaluates various socioeconomic factors of a university's student body and then estimates an expected graduate rate for the university. Fresno State's ranking means that the university graduated far more students than was expected given the socioeconomic factors of the students. We will be updating our marketing materials to highlight this accomplishment to reference when recruiting prospective new business for Fresno County.

Leading Locations for 2016:

Area Development Online, a leading site selection publication, recently released their "Leading Locations for 2016", which ranks the top locations of 394 metro regions for new and expanding businesses based off of a wide variety of indicators in four vital areas: Prime Workforce, Economic Strength, Year-Over-Year Growth, and Five-Year Growth. See the table below to see how Fresno ranks against other California and Nevada Markets. Consistent with what we've seen in the Fresno Economy locally, Fresno's overall ranking has improved dramatically, by 148 places, since 2014.

City	State	2010 U.S. Census Population	Rankings by Category					Previous Rankings		
			Overall Rank	Prime Workforce Indicators	Economic Strength Indicators	5 Year Growth Cities Indicators	Y-O-Y Growth Cities Indicators	Overall Rank 2015	Overall Rank 2014	Overall Rank 2013
San Francisco - Redwood City-South S.F	CA	1,523,686	1	1	5	7	8	5	7	16
San Jose - Sunnyvale-Santa Clara	CA	1,836,911	5	22	6	32	7	6	1	5
Riverside-San Bernardino-Ontario	CA	4,224,851	145	326	64	99	111	153	281	344
Fresno	CA	930,450	164	345	77	138	34	189	312	231
Stockton-Lodi	CA	685,306	177	355	82	113	75	205	253	331
Oxnard-Thousand Oaks-Ventura	CA	823,318	193	179	199	192	103	180	251	254
Modesto	CA	514,453	203	387	58	116	49	239	311	303
Merced	CA	255,793	239	331	158	192	56	213	220	260
Madera	CA	150,865	246	354	152	77	86	270	226	371
Visalia-Porterville	CA	442,179	289	351	217	230	179	260	342	340
Hanford-Corcoran	CA	152,982	301	342	239	249	261	314	322	296
Yuba City	CA	166,892	309	389	184	264	129	359	353	366
Bakersfield	CA	839,631	347	309	317	165	364	90	79	236



Fresno County Business Retention and Expansion Outreach

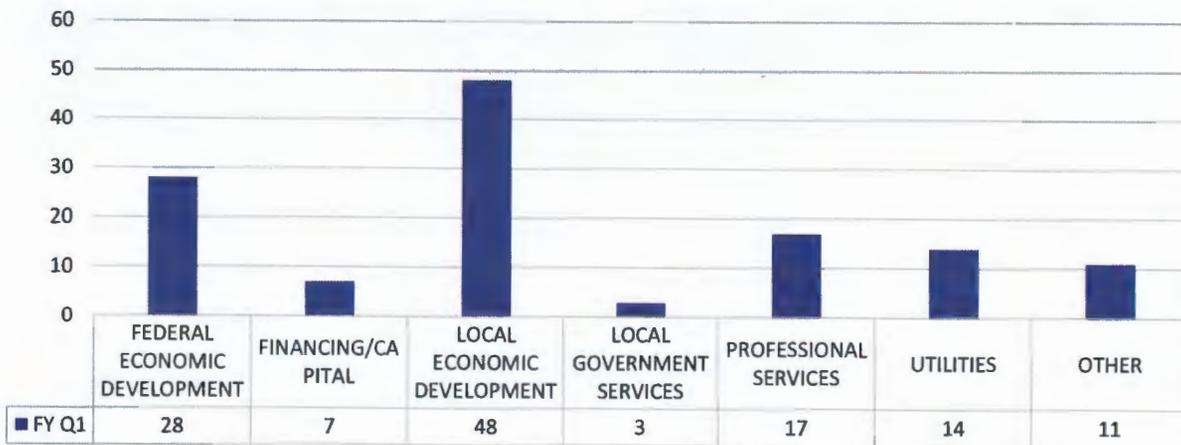
The EDC team conducts outreach throughout communities, marketing business expansion and retention services by (but not limited to):

- Providing an operational analysis to evaluate the health of the business. This tool provides us with a deeper understanding of the appropriate referrals or resources needed for business growth or retention;
- Connecting businesses to labor subsidy programs;
- Promoting Fresno Energy Watch services;
- Providing education on Federal/State/Local Tax Incentives; and
- Providing referrals and information on financing assistance.

Stemming from direct outreach, workshops, one-on-one meetings, and marketing efforts, the areas of interest and number of referrals generated are included below:

	Q1 2016 -2017
Businesses Contacted	217
Referrals	128

Business Referrals by Service Type



Businesses Contacted

Biola

Actagro, LLC

Clovis

ATAS Bonar Insurance Services
Best Party Rentals
Blue Ocean Development LLC
CALBEC Group
California Health Sciences University
Central Valley Window Cleaning
City of Clovis
Civil Substations Inc.
Clovis Architectural Stone
Clovis Polycon
Clovis Pump
CVCC Business Solutions

Coalinga

City of Coalinga
Coalinga Chamber of Commerce
Walker's Plumbing Services

Fresno

A & A Automotive
A Better Choice Preschool
Agriglobe, Inc.
AIS Market Research

Alert-O-Lite

AM Consulting Engineers
American Finest Medical
Transportation
American Steamway Inc
American Tax Credit Group
AT Medical Transportation
Bethel Temple COGIC - Early Readers
Brookshire Group
Burns & Whitaker Insurance
Busseto Foods, Inc.
Cafe Corazon
CardQuiry
CASA de TAMALES, LLC
Castle Aura Enterprise
Catholic Charities
Cell Pros
Cen Cal Business Finance Group
Central Valley Auto Glass
Clarity Orthodontics
Clark Bros.

Eckhaus Fleet
Eleventh Hour
Freedom Pools
Habitat for Humanity ReStore
Hatcher's Upholstery & Interiors
Hi Tech Home
Jackson Young Drywall
Kings Royal Transport LLC
New Visions Solar
Niacc-Avitech Technologies, Inc.
Old Hotel Bistro
Panam Painting

Firebaugh

City of Firebaugh
Firebaugh Supermarket
Mi Pueblito
The Neil Jones Food Co. DBA Toma-Tek
Wonderful Pistachios

Fresno Surgical Hospital
Fresno Tank & Trailer
Frontier Fastener
Fun Factory

Golden Palace

Grass Creations

Grossman Law Offices

GTC Freight, INC
Helados La Tapatia
Helena Chemical Company
Highway City Community Development
Highway City Thrift Store
Hino Oishi
Ideal Home
Jackson Construction
Jeanie Green Plumbing
Jim Cunningham Insurance
Johanson Transportation Service
Jubilee HomeCare. Inc
Katina Davis Accounting Services, LLC
Kings View Community Services
Kocky's Bar and Grill
Kool Breeze Solar Hat
Kristina's Ranch Market

Penske Truck Rental
PR Farms
Rev's
Rita's of Clovis
Sequoia Companion Care
Sequoia Home Health
Snowflake Designs
TY Flooring
Wawona Frozen Foods
Willbanks Environmental
CenCal Sol

Fowler

Borga, Inc.
Bravo Farms / 9th Street Cheese
City of Fowler
Fratello's Restaurant
National Raisin Company

Northside Dental Practice
OK Produce
Pacifica Pizza W. SHAW FRESNO CA.
Papa Murphy's Pizza
Digestive and Liver Disease Medical
Center
Ramada Inn (Shaw & 41)

Reading and Beyond

Red Monkey Electronics
Refined Journeys
Repeat Performance
RH Defense
Sal's Mexican Restaurant
San Mar Properties, Inc.
Sierra Tribal Consortium
Solar City
Southwest Hospitality Management
STC Security
Student Nest
Subway (First and C Street)
Talons Landscape Inc.
Tent City Canvas House
The Light-House
Toure Associates
Townsend House Facility

Cottage Montessori School
 Crazy Squirrel Game Store
 D.H. Williams Construction, Inc.
 Department of Social Services
 DK Transport
 Dr Pepper Snapple Group
 Dumont Printing
 Euphoria 1612
 Far West Financial, Inc
 Fiore Di Pasta
 First Health Medical Center
 Food Commons Fresno
 Freshko Produce
 Fresno Dental Professionals
 Fresno Medical Center Inc.
 Fresno Metro Black Chamber of
 Commerce

Kerman

Anthony's Laser Leveling
 City of Kerman
 Deli Delicious Kerman
 Garcia's Super Market

Kingsburg

CenCal CNC, Inc.

Mendota

La Fiesta Meat Market
 Tech Master Pest Management

Sanger

American West Books, Inc.
 Blossom Trail Cafe
 Book Tree
 California Trus Frame

San Joaquin

Alexis Bridal
 City of San Joaquin
 Delicias
 El Mercadito
 Freedom Automotive

Selma

Dawson-Mauldin Construction, Inc.
 Navarro's Smog
 Poindexter Nut Co.
 Trujillos Tax and Payroll Service

Kumon Center
 LG Enterprises
 Lifestyle Solar
 Linmore LED Labs, Inc.
 Lyons Magnus
 Main Event Graphics
 Mazzei Flying Service
 McHenry Protection Services
 McMillan Consulting
 Mia Bella Foods, LLC
 MJ Avila Company
 MMR Constructors Inc.
 NaturalCare Pest Solutions
 Neighborhood Thrift
 Nicholas Orme Family Medicine

Helena Industries
 J.S Auto Sales & Towing
 La Fiesta Market
 Renos Hardware

Parlier

City of Parlier
 Break Through Engineering Services,
 LLC

CenCal Distributing
 City of Sanger
 Familius
 Fresno Fab-Tech, Inc.

Garcia Tire & Auto Repair
 Leo's Tire Service
 Macias Auto Shop
 ORNELAS FINANCIAL SERVICE

Rural/Unincorporated

A Touch of Class Limo
 Platinum Engineering Solutions, Inc.
 Salter's Distributing

Tree of Life Cafe and Bakery
 United States Cold Storage
 United Western Industries, Inc.
 Val Print
 Valley Industrial Products
 Valley Protein
 Valparaiso Cafe
 Y&Y Property Management Inc
 Blooming Belle Marketing
 Broadway Motion Design (BMD)
 Come Get Your Cookies
 Davenport Solar Setters
 JLS Global Metro Security
 MD Concrete Cutting and Demolition
 P*DE*Q, LLC

Slumberger Lumber
 Taylor Made Irrigation
 Valley Food Super Center

Reedley

Sweet Destination
 Wally's Collision Center

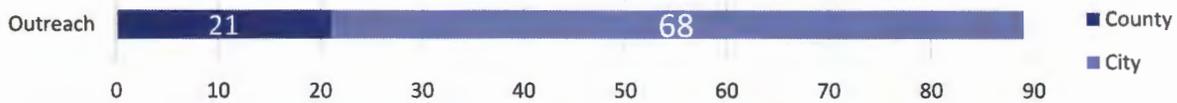
Initiative Foods LLC
 Kings River Winery
 Marechal Vineyards
 Sanger Chamber of Commerce

Party Rentals Pina
 Ramirez Restaurant
 Tacos Ayala
 Valley Health Team, Inc.

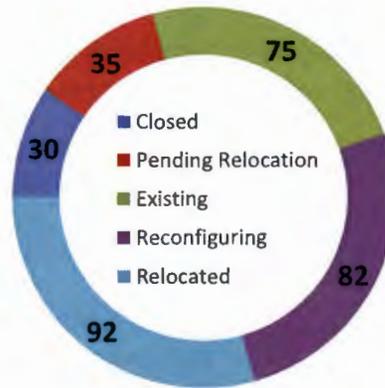
High-Speed Rail

To date, the EDC has assisted 314 property owners throughout the County of Fresno. During this quarter alone, our Business Support Specialists have assisted 89 businesses and property owners in various ways.

Q1 Businesses Assisted



Client Status	County	City
Closed	1	29
Active/Existing	27	48
Pending Relocation	1	34
Reconfiguring	55	27
Relocated	2	90
Total	86	228



Heavy Maintenance Facility Status Update:

The EDC has served in a leadership role on the California High-Speed Rail (HSR) project, offering both retention services to businesses impacted along the alignment as well as spearheading efforts to be awarded the HSR's Heavy Maintenance Facility (HMF) under the auspices of Fresno Works, a bipartisan coalition of officials from the County of Fresno, City of Fresno, Council of Fresno County Governments, business, labor and education sectors. Most recently, Fresno Works has secured the necessary funding to begin obtaining options among property owners identified within Fresno County's HMF footprint. It is anticipated that HSR may make a determination during the first quarter of 2017. In partnership through Fresno Works, the EDC is proud to serve a leading role in positioning Fresno County to be selected for the HMF. If selected, the estimated 1,500 jobs would make an impact among many Fresno County communities.

Partnership with Department of Social Services

The EDC has been contracted to assist the Fresno County Department of Social Services in marketing the New Employment Opportunity (NEO) program, or Ready 2 Hire, and identify prospective employers to hire from the pool of eligible NEO job seekers.

New Employment Opportunities (NEO)	Q1 2016-2017
New NEO Participating Businesses	17
Unsubsidized NEO Participating	7
Positions Posted	103
Positions filled by Businesses	101

*Contract Start Date October 1, 2015



Customized Training

Realizing the current labor demands among our local businesses, the EDC, Department of Social Services and educational partners have worked with industry stakeholders to develop customized training to fulfill today's workforce needs. Utilizing input from practitioners in various industries such as technology, truck driving, skilled welding, and trades, each training curriculum is developed to create career pathways to meet tomorrow's industry needs, help businesses grow and put people back to work. Below is a list of customized training programs underway:

Fresno Career Development Institute (FCDI)

Pre-Apprenticeship Program. The partnership between Fresno County EDC, the Department of Social Services, and Fresno Career Development Institute moves forward a 12 week program comprised of classroom and construction based training. The first cohort began instruction on August 29th, 2016 with a class of 14 participants.

Truck Drivers Training-- West Hills College, Coalinga

Class A Truck Driving Class implemented in partnership between the Fresno County EDC, the DSS, West Hills College, and Lawson Rock and Oil to facilitate the training of commercial drivers. To date, the Truck Drivers Training has achieved a 71% placement rate to date.

Licensed Class A Drivers	65
Entered Employment	46

Scelzi Welders Training:

The EDC, DSS, Scelzi Enterprises, Inc. and educational partners worked with industry stakeholders to develop a welders training program tailor-made to fulfill today's workforce demands. Scelzi Enterprises, Inc. worked alongside as a partner, providing industry feedback in the development of a curriculum to train and develop DSS' pool of job-seekers into entry-level MIG welding specialists. Soon, as a result of this collaborative public-private partnership, we hope to launch this career pathway that will meet tomorrow's industry needs, including the 80 to 100 new skilled welders in demand by Scelzi Enterprises, today, while providing greater self-sufficiency for job-seekers and their families.

BitWise Industries, Fresno:

The EDC, Department of Social Services and BitWise has entered into a partnership to help train the next generation of technologists through the GeekWise Academy. Classes focus on Computer/Website Coding training, preparing job-seekers for a wide range of career opportunities. The EDC gathered valuable data from the 1st cohort, and the partners made adjustments for the 2nd cohort to meet the business need for entry-level coders. The class was extended from a 4 hour/day to an 8 hour/day of instruction.

GeekWise Stats Cohort (1-3)	Status
Graduated	22
Employed	9
Intern in industry	2
Clients in Work Experience	2
Not employed of graduates	9

Comprehensive Economic Development Strategy (CEDS)

On behalf of the CEDS Steering Committee, the EDC has been authorized to submit the CEDS update to the EDA. For the 2016 CEDS update, the EDC has:

- Coordinated plan update consultations with stakeholders: CSUF Office of Community & Economic Development, the SJ Manufacturing Alliance, LAFCO, the Fresno County Farm Bureau, with ongoing effort to schedule time with the WET Center and local developers;
- Continued refinement of various stakeholder and strategy groups. Compiled contact information for consultants;
- Steering Committee organized on August 24, 2016;
- Coordinated EDA meeting with the EOC to discuss expansion of training facility;
- Coordinated with all cities on submitting updated EDA projects;
- Worked with the EDA and the City of Parlier to include the Sikh Business Incubator to be funded in 2017;
- Assisted City of Orange Cove to apply for EDA funds for commercial/industrial development; and
- Scheduled final stakeholders meeting to be held on October 19, 2016.

Fresno Energy Watch

The EDC has been contracted by Pacific Gas & Electric to market Fresno Energy Watch (FEW). This program offers no-cost energy assessments and financing assistance to businesses within its service territory. The program is intended to provide businesses with tools to lower their electricity bills and improve their bottom line. This quarter the EDC has:

- Provided a presentation on Fresno Energy Watch and the EDC's business support services during PG&E's Sync Into Savings event on July 13;
- Participation in Power the Tower Roundtable on July 13;
- Utilized PG&E data on local businesses with high energy use to guide outreach to refer no-cost assessments:

Auberry: 3	Caruthers: 2	Clovis: 95	Coalinga: 7	Del Rey: 2
Fowler: 10	Fresno: 659	Helm: 2	Huron: 1	Kingsburg: 10
Parlier: 5	Pinedale: 1	Prather: 2	Reedley: 21	Riverdale: 1
Selma: 22	San Joaquin: 2			

Results: eight location assessment referrals completed in the first week of August with additional referrals pending;

- Entered 19 assessment referrals into RHA project management system. 2016 annual estimated utility savings to businesses to date: \$12,827. 2016 PG&E incentives received by local businesses to date: \$20,280. Additional assessments and invoices pending. Total 2016 assessment referrals to date: 22.
- Coordinated with PG&E and the cities of Sanger, Clovis and Fresno on the development of Trade Pro Workshops to connect local trade professional companies who sell, install or service various products including refrigeration, lighting, and HVAC, among others. PG&E's Trade Pro Alliance allows companies to maintain and grow their business through service referrals and access incentives for their customers. Dates have been set for workshops on October 27th in Clovis and November 3rd in Fresno.

- Met with Fresno Supervisor Mendes to discuss FEW community event for Energy Awareness Month in October. The event is scheduled to take place October 19, 2016.
- Riverdale Small Community Event Planning: The event location has been secured at the East Lodge at the Riverdale Memorial District. Confirmed participants include the Community Food Bank for food distribution donation, Fresno Economic Opportunities Commission, Fresno Sheriff's Department (children's reading program), County of Fresno Community Development Division, CETU Program, RHA, PG&E Trade Pro Alliance, Adventist Health, PG&E's MIDI and ESA Programs.

Global Cities Initiatives & Exchange (GCI)

The Global Cities Initiative aims to equip business, civic and government leaders with the information, policy ideas and connections they need to help their metropolitan areas thrive in the global economy. During Quarter 1, the EDC has:

- Presented to Fresno Chamber of Commerce Board on efforts to develop a global trade and investment plan for the region;
- Coordinated August visit from Brookings Project Manager to Fresno for FDI presentation to Steering Committee and to assist with initial interviews of foreign owned enterprises (FOEs);
- Ongoing research of possible funding sources for export plan implementation and administration;
- Coordinated export plan Core Team meeting, including discussions with government trade delegate from Guadalajara;
- Vetted list of Fresno County foreign owned enterprises prior to making interview contacts;
- Scheduled and participated in two FDI interviews with local foreign owned enterprises. Scheduled third interview for September 14. Fourth interview pending;
- Continued recruiting FDI Steering Committee members and Kickoff Meeting attendees. Secured: Fresno-Yosemite International Airport, Fresno/Clovis Convention & Visitors Bureau, a Congressman Valadao's office, Assemblymember Arambula's office, Fresno Area Hispanic Foundation, Sister Cities, EOC, and the Governor's Office;
- Coordinated first FDI Steering Committee Meeting (approximately 30 attendees including congressional office representatives, international investment brokers, local municipalities and chambers of commerce, and industry contacts);
- Press release on completion of export plan and regional participation in GCI Phase Two: FDI was released;
- Drafted rationale for global trade and investment plan;
- Provided training to eight CSU Fresno MBA student research volunteers to undertake FDI interviews with foreign owned enterprises throughout the region; and
- Compiled list of globally relevant foreign owned enterprises in all eight Central Valley counties.
- Conducted FDI research interview with major multinational chemical manufacturing and distribution company in Fresno.

Export Development Activities

- Led introduction of CCVEDC partners to an innovation consultant specializing in technology investment in the European Union and Silicon Valley;
- Drafted two-page fact sheet on global trade and investment to help familiarize staff with export and FDI terminology and rationale;
- Presentation to EDC staff regarding trends and rationale behind the promotion of export and FDI as a tool for BEAR activities;
- Coordinated with broker and U.S. Commercial Service on large export opportunity with a prospective gas and oil industry client from the Middle East; and
- Attended Export Resources Conference organized by Fresno Export Assistance Center.

EDC and County Activities

Initiative Foods-- Business Retention Rapid Response

The Fresno EDC has been working with Initiative Foods closely for over two years, providing assistance with expansion plans and foreign trade development. After a devastating fire tore through the Initiative Foods facility in Sanger on July 24th, the Fresno County EDC reached out to assist the company immediately, providing connections to valuable incentives, meeting coordination, funding options and potential relocation sites.

During the month of August, the EDC facilitated a meeting with the Governor's Office of Economic Development to determine Initiative Foods' eligibility for various incentives including Industrial Development Bonds, GEDI incentives, California Competes, iBank and the CalCap program, among others. The meeting was very productive and Initiative Foods intends on utilizing several of the state incentives discussed.

Moreover, the EDC also engaged PG&E regarding the prospect of applying for their Economic Development Rate (EDR) under the auspices of business retention, given their financial hardship. In August, we were informed that PG&E deemed Initiative Foods to be eligible, which could potentially provide a 30% reduction in their electricity costs over five years if approved.

The company is well on its way to rebuilding the baby food industry leader, and has expressed goals of modernizing, expanding and growing to new heights. We are proud to have worked alongside Initiative Foods, the City of Sanger and community partners to ensure an all hands on deck effort to retain and support Initiative Foods as they rebuild for the future.

The City of Parlier—Economic Development Incentive Discussion

The Fresno County EDC met with the City of Parlier regarding an incentive program to temporarily reduce development impact fees by 50% for companies looking to locate within the city by December 31, 2016. At a subsequent City Council meeting on July 6, 2016, ED Specialist Shawna Glazener spoke on behalf of the EDC in favor of the incentive. The development fee reduction incentive passed unanimously. In fact, the story was published by the Parlier Post and the Business Journal as follows:

"Shawna Glazener, Economic Development Specialist with the Fresno County Economic Development Corporation said other cities are already offering these types of incentives. With more companies from

out of state, even within the state," Glazener said. "Looking at our Central Valley and our rural communities, this really puts Parlier on the playing field and allows us to be competitive when we're looking at attracting these businesses."

Kerman City Council Update

On July 20th, Economic Development Specialist Seth Ramirez spoke at the Kerman City Council meeting to inform the City Council and public of the upcoming Central Valley Energy Tune-Up benchmarking workshop. A partnership between PG&E, the EDC, City of Kerman, and Chamber of Commerce, this workshop will allow businesses to gauge their energy usage, compare to other like users in their industry, and plan for optimized cost-saving energy upgrades.

Fresno4Biz Partner Presentation

On July 28th, Economic Development Specialist Seth Ramirez gave a presentation to the various partner agencies in the Fresno4Biz consortium. Fresno4Biz serves as a consortium of twelve public/private organizations united to assist businesses looking to start-up, expand, or receive any additional assistance that may be of help. A number of outside agencies were also in attendance with the prospect of becoming potential service provider partners that can serve local companies. The presentation was well received and organizations such as the US Small Business Majority have subsequently contacted our office to see how we can collectively strengthen the scope of resources available in the region.

Community Collaboration and Partnership Workshops

On August 17th, Economic Development Specialists provided a presentation on EDC services to the majority of small business owners at the City of San Joaquin Business Resource Workshop. Along with the EDC, CDFI and EOC were also featured speakers at the event which gave businesses an opportunity to hear what resources are available for the rural communities. Many businesses in the City of San Joaquin expressed great interest in Fresno Energy Watch and the NEO Program. As a result of the workshop, meetings and follow-up contacts between EDC Staff and the San Joaquin business community has been greatly improving.

On August 18th, Economic Development Specialist Seth Ramirez was invited by CDFI to speak about EDC Services at a Small Business Workshop in Fowler. Several of our partner agencies also gave presentations including SBA, CDFI and Fresno State SBDC. There were about 15 business owners in attendance ranging from Contractors to Restaurant Owners. The feedback from the workshop has been extremely positive. Several businesses are interested in the NEO Program as well as our ability to assist in permitting processes during expansion and building projects.

Five Cities Joint Powers Authority Board Meeting

During the Five Cities Joint Powers Authority Board meeting that took place on August 29th, there was a unanimous vote to approve the Agreement between the Five Cities Economic Development Authority and the Economic Development Corporation serving Fresno County for the fiscal year 2016-17. The EDC provided an overview of accomplishments, leads and activity during the fourth quarter. Member representatives discussed projects in each community as well as planned activity.

Congressman Valadao Small Business Workshop:

EDC staff attended Congressman Davis G. Valadao's Small Business Workshop event held in Kingsburg on August 13th. The event hosted more than 20 attendees, as well as various partners of the EDC. The Small Business Administration presented on the various services available to businesses, and had staff

available for assistance. Community Development Financial Institution, Valley Small Business Development Corporation, and Fresno State's Small Business Development Center were also present to provide assistance to businesses in attendance.

Sanger Business Expansion

California TrusFrame in Sanger is moving forward on a planned expansion. The company is looking at adding around 100 jobs, and doubling the size of their existing operation in Sanger. They have acquired 10.85 acres adjacent to their current property, and are looking at securing permits for the project within the next two months. Moreover, in order to meet their hiring needs, they have enrolled in the NEO program. This will allow the company to offset the high employment costs during the training period while hiring local talent in need of employment, as the program will reimburse 100% of the wages for the first three months of employment, and 75% of wages during months three through six.

MJ Avila Company, Inc. - Kerman

On August 5th, 2016, EDC staff members held a NEO Program Master Agreement signature meeting with MJ Avila Company, Inc. Mj Avila Co. is a Kerman based, woman and minority owned general contracting and engineering firm that has performed various procurement projects throughout the state. The company was recently awarded a contract under Dragados-Flatiron Joint Venture for work on the High-Speed Rail Project's Construction Package 2-3. Due to the increase in business for MJ Avila Co., the NEO program will assist in recruiting a local workforce to meet the demands of their contract's deliverables.

Targeted Outreach and Clovis Coordination

We are working with our Economic Development Specialists to determine best practices toward applying our data to drive proactive business outreach. Specifically, we have been in discussions with the City of Clovis on how to maximize our data and respective partnerships. In the month of August, staff met with Andy Haussler, Community & Economic Development Director, to discuss the methodology of our targeted data analysis, ways to improve inter-agency communication and planning, and began planning next steps to prepare a targeted outreach plan tailor-made for Clovis' economic and community development goals and objectives. Most importantly, we are hopeful this targeted outreach will better identify businesses poised for expansion and growth while also serving as a barometer of business strength in the City of Clovis.

Staff Territory Transition and Succession

With the hiring of Economic Development (ED) Specialist Tracy Tosta, we have made adjustments to our staff assigned territories. Ms. Tosta will be assigned to the West Side and has been working alongside ED Specialist Seth Ramirez to learn about the local business landscape and make introductions to key stakeholders including City Managers, elected officials, Chamber of Commerce members, and community leaders. On September 1st, she introduced herself and outlined our services to the Coalinga City Council during public comment. Ms. Tosta has an interest in rural development and retail real estate, so she is excited to work with our West Side cities and businesses in helping them grow. Economic Development Specialist Seth Ramirez will be transitioning to the City of Clovis and is currently working with ED Specialist Lavell Tyler on a succession plan to assume this new role. Moreover, Mr. Tyler will be pivoting his focus toward the City of Fresno to provide additional business expansion and retention services.

Business Expansion Prospect

Director of Business Services Will Oliver, Contract Compliance Manager Andrea Reyes and Client Services Manager Jose Mora met with the owner of a longstanding distribution company (client # 160825E1) which is located in the City of Fresno. Staff was apprised of their existing hiring needs as well as plans for expansion. They're preparing to relocate and expand their building space by nearly 70% and anticipate adding 50 new jobs over the next two years. Given the size of their investment and job creation, staff guided them through various incentive programs, including California Competes and iDIFER, that they will likely be eligible for. Client Services Manager Jose Mora has initiated the application process with this client as they prepare to buy and build. Moreover, the client shared information on additional commercial properties which they own, including 5,000sf of industrial warehouse space in Northwest Fresno. We were able to refer their listing to a High-Speed Rail impacted business owner, executing a lease agreement less than two weeks later.

Business Expansion Prospect

Director of Business Services Will Oliver and Economic Development Specialist, Lavell Tyler, met with the owner of a longstanding print and marketing company that is located in the City of Fresno. They currently employ over 40 full-time staff and have been in business for over three decades. The EDC first became involved with this company due to the High-Speed Rail project. During initial conversations, staff was apprised of their existing hiring needs as well as plans for expansion. They expressed interest in the State's Employment Training Panel (ETP) due to significant training resources poured into new hires and promotions.

Economic Development Specialist Lavell Tyler met with the company and guided them through the ETP process. Subsequently, he set up a one-on-one meeting with Barry Worthington, Senior Economic Development Analyst out of the ETP's Sacramento office. Moreover, staff discussed a variety of incentives, including Ready2Hire (NEO), and Go Biz's California Competes program. After navigating the impacts of High-Speed Rail construction, the business is now in a position operationally and financially to consider purchasing the property from their landlord. Prior to doing so, Mr. Tyler will be working with them to incorporate their prospective property investment in their California Competes proposal, which they intend on submitting during the next application period (January 2, 2017 – January 23, 2017). Mr. Tyler has also initiated enrollment in the NEO program to help fill a full-time position with the company.

Specialist Tyler will also connect the company with a PG&E customer relationship manager to discuss usage monitoring and energy efficiency resources through the Fresno Energy Watch Program.

State Board Equalization Clovis Small Business Seminar

On 9/29/16, EDC Staff participated in the Clovis Small Business Seminar hosted by the CA State Board of Equalization. The event gave nearly 200 business owners the opportunity to hear from government officials and business support organizations. The EDC exhibited at the event and made contact with numerous businesses that are interested in hiring through the NEO program as well as utilizing EDC partnerships to leverage their business expansion plans.

Coalinga City Council and Chamber of Commerce Meetings

Economic Development Specialist Tracy Tosta attended the September 1st, 2016 Coalinga City Council meeting and introduced herself and reiterated the EDC's services to council during public comment. Prior to the council meeting, Ms. Tosta met with Chamber of Commerce Director Katie Delano to discuss ways of aligning EDC's services with their respective membership, while helping drive our business outreach in Coalinga.

Reedley City Council Meeting

Economic Development Specialist Shawna Glazener attended the Reedley City Council Meeting on September 13, 2016 to speak about services that the EDC can provide in collaboration with the Greater Reedley Chamber of Commerce regarding their plans for a Hispanic business outreach program. She spoke on some of the services that EDC has provided in the past in collaboration with the Chamber, as well as how they could assist with the planned program. During the presentation by the Chamber, it was stated that a large population of business owners in Reedley are Hispanic and unaware of services available. The Chamber also discussed how they plan to reach the target group through workshops and outreach, while collaborating with the aforementioned partners.

ICSC follow-up for Firebaugh

On 9/16/16 EDC Staff members held a meeting with the City of Firebaugh and a large commercial developer as a result of the ICSC San Diego Conference. The developer owns and operates nearly a dozen large supermarket stores throughout California and owns property within the City of Firebaugh with the interest of developing the land into usable retail space to accommodate the City's potential for residential development. The EDC presented the developer with lucrative incentive information that was complementary to the incentives package provided by the Firebaugh City Council and City Manager.

San Joaquin Valley Manufacturing Alliance Summit

Economic Development Specialist Seth Ramirez attended the San Joaquin Valley Manufacturing Alliance Summit Committee meeting on 9/23/16. This meeting brought together partnering agencies as a focus group to encourage and support the growth manufacturing cluster businesses and jobs in the region. The EDC has been tasked with spearheading the Alliance's outreach efforts for the upcoming Manufacturing Summit. EDC Staff has since been involved in follow up discussions and will coordinate with the CA State Board of Equalization to lead a summit workshop on programs and incentives for manufacturers in the Valley.



Other Activities

- Fresno Food Expo
- Attended following City Council meetings: Coalinga, San Joaquin, Firebaugh
- GoBiz CA Competes Tax Credit Workshop at Fresno City Hall
- City of San Joaquin City Manager Orientation meeting
- 5 Cities Executive Committee meeting
- Fresno African American Community Exchange Breakfast (FAACE)
- WestCare STOP Partnership Meeting
- Fresno4Biz Partner Meeting
- Business Resource Workshop for City of San Joaquin Businesses
- City of Fowler Small Business Resource Workshop
- 5 Cities Board of Directors Meeting
- California Competes Workshop
- Commercial Real Estate Marketing Seminar at Bitwise South Stadium
- City of Clovis Behavioral Health Project Planning Commission
- Manufacturing Summit Committee Meeting at Geil Enterprises
- Manufacturing Summit Outreach Sub-committee meeting
- CA State BOE Small Business Seminar at Veteran's Memorial District in Clovis
- Fresno Chamber of Commerce Ribbon Cutting for Fresno Escape Room



Fresno County
EDC

The Essential Connection

County of Fresno

Quarterly Activity Report

Quarter 2

Fiscal Year 2016-2017

October 1, 2016 – December 31, 2016

Esther Cuevas, Vice President, Business Development
Will Oliver, Director of Business Services
Andrea Reyes, Contract Compliance Manager
Jose Mora, Client Services Manager

Katrina Ballard, Economic Development Coordinator
Heidi Ecker, Retention Specialist
Margaret Ingham, Retention Specialist
Lavell Tyler, Economic Development Specialist
Jacob Villagomez, Economic Development Specialist

Mark Mimms, Economic Development Coordinator
Sergio Hernandez, Economic Development Analyst
Juan Carranza, Economic Development Analyst
Shawna Glazener, Economic Development Specialist
Tracy Tosta, Economic Development Specialist

County of Fresno Quarterly Activity Report

This report summarizes the agreement requirements between the County of Fresno and the Fresno County Economic Development Corporation (EDC).

Division Mission

To market Fresno County as the premiere location for business prosperity.

Fresno County EDC Services

The Economic Development Corporation serving Fresno County is a nonprofit organization established to market Fresno County as the premier location for business prosperity. We strive to not only facilitate site selection for new businesses within Fresno County, but we also assist in the retention and expansion of businesses through our alliance with collaborative partners and resources.

The EDC agrees to the following services:

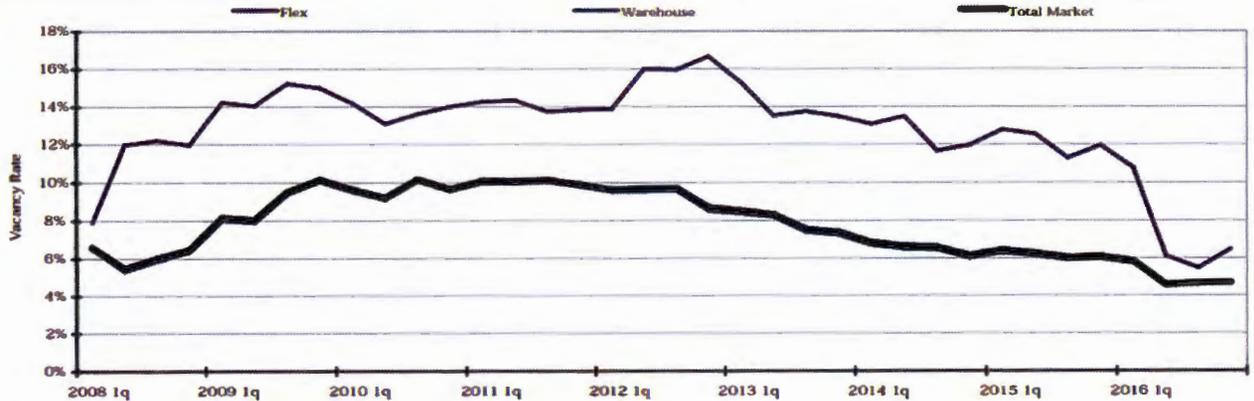
1. Provide site visits to businesses interested in locating in Fresno County. The EDC will report the number of site visits including names of the business (unless the business expressly requests to remain anonymous), type of industry, and location in the quarterly report to County.
2. The EDC will provide technical assistance to businesses staying in Fresno County or expanding their operations.
3. The EDC will allow County access to industrial inventory. Please see www.fresnocountycities.com.
4. The EDC will maintain, monitor, and draft any required revisions of the County's Comprehensive Economic Development Strategy (CEDS) for approval by the County and help the County achieve the economic development objectives of the CEDS.
5. The EDC, in coordination with the County Administrative Office, will help implement policies and programs from the Economic Development Element of the County of Fresno General Plan.

County of Fresno Economic Snapshot

Quarter 2 Industrial Vacancy Rates

According to CoStar, the Fresno Industrial market ended the second quarter with a vacancy rate of 4.7%. The vacancy rate was unchanged over the previous quarter, with net absorption totaling negative (12,369) square feet in the second quarter.

Vacancy Rates by Building Type 2007-2016



Source: CoStar Property®

Market	Vacancy Rate
Fresno	4.40%
East Side	3.20%
West Side	2.30%
Clovis	0.30%

Quarter 2 Unemployment Rates

Based on a labor force study produced by the State of California's Employment Development Department, the unemployment rate for Fresno County is at 9.3% with a labor force of 445,800. An attached copy of the report can be found in the appendix (item 1).

Area	Labor Force	Unemployment Rate
Fresno County	445,800	9.30%
East Side Cities	54,000	9.96%
West Side Cities	26,800	9.05%
Metro Cities	290,000	8.65%
Unincorporated Areas	75,000	9.24%

Business Retention and Expansion Outreach

Stemming from direct outreach, workshops, one-on-one meetings, and marketing efforts, the areas of interest and number of referrals generated are included below:

	Q2 2016 -2017
Businesses Contacted	125
Referrals	109

Client and Business Contact by Region



Eastern Region

Fowler
Kingsburg
Parlier
Sanger
Selma

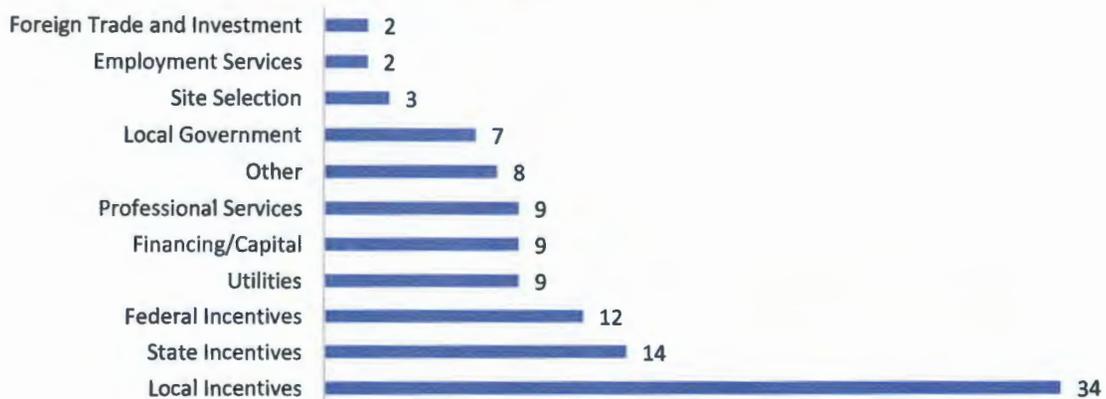
Western Region

Biola
Coalinga
Five Points
Huron
Kerman
Riverdale
San Joaquin

Metro Region

Clovis
Fresno

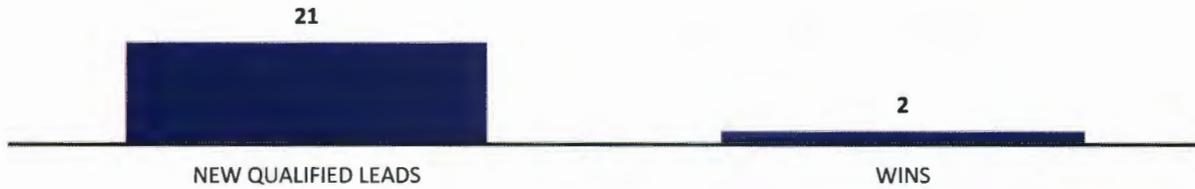
Referrals by Service Type



See Appendix Item 2 for sources

Business Expansion and Attraction Leads

Q2 Activity



This quarter, The EDC generated **21** business leads and secured a total of **2** wins resulting in 22 jobs created.

Client Number	Company	Industry	Site	Jobs
160302E1	Tent City Canvas House	Manufacturing	5741 E. Shields Ave, Fresno CA	20
160722A1	USA Garlic Machinery	Wholesale Trade	211 M St., Fresno CA	2

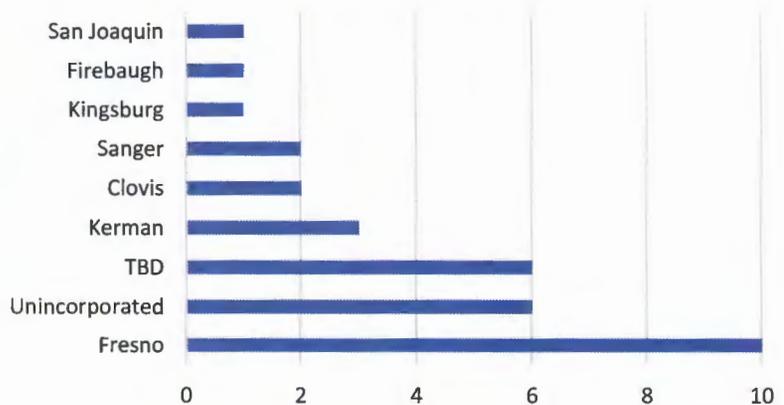
Jobs Supported in 1st Quarter: **22**

During Quarter 1, two attraction and expansion clients successfully located or commenced expansion plans in Fresno County. Tent City Canvas House, a manufacturer of custom awnings, has been in business in Fresno for more than 55 years, while USA Garlic Machinery is new to Fresno County. Both companies purchased properties to grow into. Tent City Canvas House will soon expand into a 15,000 SF property east of the airport and USA Garlic Machinery recently purchased a 4,350 SF building just south of Downtown Fresno. The EDC is proud to have offered expansion services, such as property vetting and site search, and will maintain contact to support their continued growth.

Leads by Industry



Leads by City



See next page for sources

New Qualified Leads

Client Number	Industry	Site Requirements	Jobs	Source	Cities Participated
161007E1	Transportation & Warehousing	30,000 SF	25	Direct	Unincorporated
161012E1	Manufacturing	10,000 SF	TBD	Partner	Fresno
Project Red Fox	Manufacturing	30 AC	34	GO-Biz	Firebaugh, Fresno, Kerman, San Joaquin, Sanger, Unincorporated
161027A1	Administrative and Support	Confidential	TBD	Broker	TBD
161028A1	Construction	6 AC	-	Broker	Unincorporated
CCVEDC 1626	Manufacturing	30 AC	300	CCVED C	Clovis, Fresno, Kerman, Kingsburg, Sanger, Unincorporated
161107E1	Health Care	6,000 SF	5	Direct	Fresno
161110A1	Manufacturing	-	TBD	Direct	Fresno
161116A1	Forestry	-	TBD	Direct	Unincorporated
CCVEDC 1629	Professional, Scientific, & Technical Services	TBD	TBD	CCVED C	TBD
CCVEDC 1628	Construction	10+ AC	-	CCVED C	Fresno
161118A1	Construction	50+ AC	-	Broker	Unincorporated
161121A1	Arts, Entert., & Rec	6,000 SF	TBD	Direct	Clovis, Fresno
CCVEDC 1624	Manufacturing	600,000 SF	TBD	CCVED C	TBD
161209A1	Health Care	TBD	TBD	Direct	TBD
161209A2	Food Processing	TBD	TBD	Direct	TBD
161212A1	Manufacturing	TBD	TBD	Direct	TBD
161220A1	Services	TBD	TBD	Direct	Fresno
161220A2	Construction	3 AC	-	Direct	Kerman
161220A3	Wholesale Trade	2,000 SF	2	Partner	Fresno
161222A1	Manufacturing	2,000 SF	5	Direct	Fresno

Broker	Broker reference
CCVEDC	California Central Valley Economic Development Corporation
Direct	Client Contacted Directly
GO-Biz	Governor's Office of Business and Economic Development
ICSC	International Council of Shopping Centers
Partner	Fresno EDC Partner reference

Marketing

The EDC continues to participate in trade shows/missions in partnership with the California Central Valley Economic Development Corporation (CCVEDC) and Team California to promote Fresno County and its 15 cities.

Mission and Broker Events:

CCVEDC members took the opportunity to meet SIOR brokers and developers at the following Northern and Southern California events:

CCVEDC SIOR Northern California: Night at the Shark Tank – 11/3/16: 40 Contacts

CCVEDC Southern California Broker Mission – 11/7/16 to 11/10/16: 250 Contacts

CCVEDC SIOR Southern California Networking Dinner – 11/10/16: 50 Contacts

Northern California SIOR Holiday Luncheon, San Francisco 12/1/16: 133 Contacts

Phoenix, AZ Mission 12/13 to 12/15/16: Leads generated are TBD

15 meetings held with Phoenix area brokers and developers.

Trade Shows:

1/5 to 1/7/16 – Consumer Electronics Show (CES), Las Vegas

The EDC has been working with West Coast Entrepreneurial Alliance (WCE) who is representing a number of companies from Normandy, France belonging to the Information and Communications Technologies Cluster who are exploring the possibility of opening an operation in California. Lee Ann Eager attended CES on behalf of the EDC to attend the meetings scheduled by WCE. Taking advantage of this opportunity, Ms. Eager will also meet with other companies identified as expansion targets through the Reverse Attraction work completed by EDC Analyst Sergio Hernandez.



“Fresno County, Growing the California Dream”

We are pleased to launch our new marketing slogan: “Fresno County, Growing the California Dream.” Identifying a new slogan became a priority for the EDC as a result of the discussion had during last year’s Board Retreat. During the retreat, several board members talked about the need for a positive, self-esteem boosting, and unique marketing campaign. EDC staff took the direction provided and began working on updating our “California’s New Frontier” slogan. The goal was to create a slogan that better represented Fresno County and included the following characteristics: unique, catchy, succinct and positive. After considering staff’s slogan recommendations, we centered around one word: *Grow*. “Grow” represents the growing economic vitality of the region among businesses and families, while also paying tribute to our rich agricultural heritage. After additional discussion, “**Growing the California Dream**” was identified as our new slogan. It fit our prerequisites and had that marketing power that we wanted. **Fresno County, Growing the California Dream.**

Partnership with Department of Social Services

The EDC has been contracted to assist the Fresno County Department of Social Services in marketing the New Employment Opportunity (NEO) program, or Ready 2 Hire, and identify prospective employers to hire from the pool of eligible NEO job seekers.

New Employment Opportunities (NEO)	Q2 2016-2017
YTD - New NEO Participating Businesses	16/150
YTD - Positions filled by Businesses	79/200
YTD - Retention Rate	75%
YTD - Job Postings	122/500
YTD - Job Fairs	0/4
YTD - Employer Training & Workshops	2/4

*Contract Start Date October 1, 2015

Customized Training

Realizing the current labor demands among our local businesses, the EDC, Department of Social Services and educational partners have worked with industry stakeholders to develop customized training to fulfil today's workforce needs. Utilizing input from industries such as technology, truck driving, skilled welding, and trades, each training curriculum is developed to create career pathways to meet tomorrow's industry needs, help businesses grow, and put people back to work. Below is a list of customized training programs underway:

Fresno Career Development Institute (FCDI)

Pre-Apprenticeship Program. The partnership between Fresno County EDC, the Department of Social Services, and Fresno Career Development Institute moves forward a 12 week program comprised of classroom and construction based training.

Passed Northern CA Laborers Testing	9
Entered Employment	3

Truck Drivers Training-- West Hills College, Coalinga

Class A Truck Driving Class implemented in partnership between the Fresno County EDC, the DSS, West Hills College, and Lawson Rock and Oil to facilitate the training of commercial drivers. To date, the Truck Drivers Training has achieved a 71% placement rate to date.

Licensed Class A Drivers	74
Entered Employment	46

BitWise Industries, Fresno:

The EDC, Department of Social Services and BitWise has entered into a partnership to help train the next generation of technologists through the GeekWise Academy. Classes focus on Computer/Webs Coding, training, and preparing job-seekers for a wide range of career opportunities. The EDC gathered valuable data from the 1st cohort, and the partners made adjustments for the 2nd cohort to meet the business need for entry-level coders.

GeekWise Stats Cohort (1-3)	Status
Graduated	22
Employed	12
Intern in industry	1
Clients in Work Experience	2
Not employed of graduates	7

Fresno Energy Watch

EM-Power Riverdale Event

In celebration of Energy Awareness Month and in partnership with PG&E and Fresno County Supervisor Buddy Mendes, the EM-Power Riverdale event was held on October 19th at the Riverdale Memorial District Hall. The event serves as an annual opportunity to promote energy savings while bringing a whole host of resources through public service agencies to one of Fresno County's rural communities.

Close to 300 people attended the event where residents received valuable information regarding energy savings programs, healthcare resources, home improvement grants, law enforcement services, and much more. Participating service agencies included the Fresno County EDC, Economic Opportunities Commission, Fresno County Sheriff's Department, County of Fresno Community Development, Clean Energy Tune Up, RHA, PG&E Trade Professional Alliance, Adventist Health, California Highway Patrol, and the Riverdale Public Library distributed information at the celebration.

In addition to receiving information from the participating agencies, attendees were able to enter and win raffle prizes and receive a food donation from the Fresno Community Food Bank. More than 400 bags of food were prepared and distributed. The Fresno State tailgate trailer provided by EDC Chairman Ed Dunkel of Precision Engineering was also present where EDC staff grilled and served hotdogs to the participants. Supervisor Buddy Mendes and the community of Riverdale were very thankful for the efforts of the EM-Power Riverdale event.

Trade Pro Workshops

On October 27th, the EDC, PG&E and City of Clovis hosted a Trade Pro Alliance workshop for area businesses at Clovis City Hall. The purpose of the workshop was to connect local trade professional companies who sell, install or services various products including refrigeration, lighting, and HVAC, among others. Businesses who participate in the Trade Pro Alliance receive access to rebates and incentives for their customers, special products, and increased exposure as a preferred Trade Professional with PG&E. Seven attendees participated in the event.

On November 3rd, the EDC, PG&E and City of Fresno hosted a Trade Pro Alliance workshop at Fresno City Hall. The workshop was attended by 24 area contractors and staff is following-up to ensure enrollment in the Trade Pro Alliance, among other services that can be provided.

Global Cities Initiatives & Exchange (GCI)

Global Cities Initiative—November 17th to November 18th

The Global Cities Initiative aims to equip business, civic and government leaders with the information, policy ideas and network they need to help their metropolitan areas thrive in the global economy.

During Quarter 2, Lee Ann Eager and Economic Development Specialist Tracy Tosta traveled to Washington D.C. to participate in the ongoing Global Cities Initiative project. The two day workshop included presentations from other major metro areas that are also developing Foreign Direct Investment (FDI) Plans. Key findings to be included in the plan were further examined at the workshop and presented to the Brookings Institute. In the weeks prior to the event, EDC staff, with the assistance of MBA students at both Fresno State and Fresno Pacific University, collected interviews from foreign owned entities (FOE) within the San Joaquin Valley.

GCI continued

Eighteen foreign owned businesses across eight sectors were interviewed. They provided valuable information regarding their history and decision to locate in the valley. Many FOEs are the result of mergers and acquisitions. Businesses commented on the impact of California’s regulatory environment and the availability of a trained workforce. Logistics, infrastructure, and market potential were cited as key factors in choosing the valley. Data collection is ongoing and with the help of a core team and steering committee, the FDI plan is expected to be completed in mid-2017.

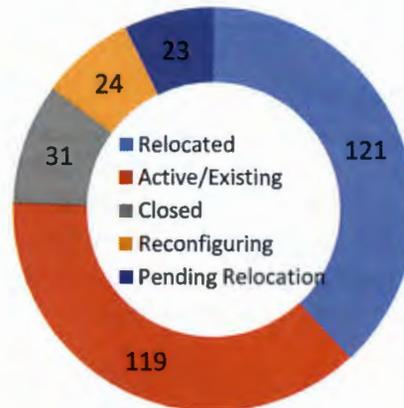
High-Speed Rail

To date, the EDC has assisted 318 property owners throughout the County of Fresno. During this quarter alone, our Business Support Specialists have assisted 104 businesses and property owners in various ways.

Q2 Businesses Assisted



Client Status	County	City
Closed	-	31
Active/Existing	70	49
Pending Relocation	1	22
Reconfiguring	3	21
Relocated	17	104
Total	91	227



Collaboration with Los Angeles County Economic Development Corporation

Our HSR Support Department was recently contacted by Carrie Rogers, Senior Vice President with the Los Angeles County Economic Development Corporation (LAEDC). Ms. Rogers expressed interest in learning about our High-Speed Rail Support Department as they’re looking to replicate a similar program for impacted Southern California communities. Staff participated in conference calls with LAEDC staff to discuss the inception of our department, services being provided, lessons learned, and best practices. We discussed our relationship with various businesses and stakeholders, including municipalities, private industry and the High-Speed Rail Authority. LAEDC representatives were very pleased with our initial discussions and have asked for further coordination and dialogue during the months to come. Lee Ann Eager and our team have had discussions with many organizations and municipalities throughout the state interested in modeling a similar business retention program in their communities.

Highlights

Reverse Attraction in Action

As the trade show season begins to heat up in the next couple of months, the EDC will be utilizing their Reverse Attraction program to increase the return-on-investment from our participation. Within the next couple of months the EDC will be attending the following trade shows: Consumer Electronics Show (CES), the Fancy Food Show, MD&M West, WestPack, Food Processing Show, and World Ag Expo. Economic Development Analyst Sergio Hernandez, will be analyzing each exhibiting company at these trade shows, compare their industries to those identified as strategic clusters for Fresno County, and provide EDC staff a list of pre-screened businesses that the EDC will contact for appointments. The ultimate goal is to see an increased success rate in attracting new companies to Fresno County from these trade shows.

Ulta, Inc.: Proposed Distribution/E-Commerce Fulfillment Center

EDC staff, in very close partnership with the City of Fresno, Newmark Grubb Pearson Commercial and G3 Development, have been working together at various stages to land a proposed Ulta Beauty Distribution/E-Commerce Fulfillment Center project for Fresno. Ulta, Inc. is a major retailer of cosmetics and fragrances with over 900 stores across 48 states.

The proposed \$110 million project would create between 550 to 650 full-time jobs with an additional 700 part-time and seasonal jobs. The identified Fresno site is located at the northwest corner of North Avenue and Central Avenue in Fresno. Also under consideration for this project is Visalia, Bakersfield, and Salt Lake City.

Ulta, Inc. was successfully awarded an \$8 million California Competes Tax Credit. EDC staff, along with the City of Fresno, attended the committee meeting to voice their support for the tax credit award. During the same day, the Fresno City Council considered a development agreement with Ulta, Inc. The City Council unanimously approved the 30-year, \$18-million performance based incentive package. Although a final decision has not been made, Ulta, Inc. representatives have publicly stated that Fresno is their preferred location.

Fresno County California Competes Tax Credit Awardees

In addition to Ulta, Inc., several other Fresno County companies had California Competes Tax Credit awards approved. We're excited to have the following companies commit to expanding in Fresno County:

Company	Project Locations	Net Increase in Full-time Jobs	Investment	Credit Awarded
Willdan Group, Inc.	Fresno, Anaheim, City of Industry, Oakland	100	\$2,700,000	\$895,000
Lyons Magnus, Inc.	Fresno	10	\$4,025,000	\$99,000
Polaris Energy Services, Inc.	Clovis, Visalia	11	\$247,000	\$250,000
Bruce A. Havens, DDS, Inc.	Fresno, Selma	6	\$914,000	\$150,000

Dry Creek Business Park Ribbon Cutting Ceremony

The City of Clovis, in partnership with the EDC, coordinated a ribbon-cutting ceremony to celebrate the expansion of the Dry Creek Business Park. Located in Clovis, northwest of CA-168 and Herndon Ave, the phase 2 expansion of the light industrial and commercial park included \$3 million in infrastructure improvements and features 44 divisible shovel-ready lots on 30 acres. The ceremony was attended by over 70 stakeholders and makes available much needed industrial land to new and expanding businesses. EDC staff will continue to work with the City of Clovis to present new opportunities for the park and the city.

Fresno County EDC
@fresnocountyedc



Happening now, Dry Creek Business Park ribbon cutting #BusinessinClovis



11:09 AM - 14 Dec 2016

Amazon E-Commerce Fulfillment Center

Just one month after the Fresno City Council approved an incentive package to help attract an Ulta Beauty e-commerce fulfillment center, and its 1,200 full-time and part-time jobs to Fresno, the Fresno City Council approved a similar performance-based incentive package for major e-retailer Amazon. The \$200 million, 855,000 SF proposed Amazon e-commerce fulfillment center project would locate on the south end of the North Pointe Business Park and would initially employ 2,000 full-time workers. Additional phases to the initial project could eventually employ a total of 3,000 or more full-time workers. EDC staff worked with Ethan Smith from Newmark Grubb Pearson Commercial to create a customized Fresno County overview packet ahead of Amazon's site tour at North Pointe Business Park. The economic impact of both the Ulta and Amazon projects would be significant, representing a total of nearly 2,000 full-time jobs once fully developed.



Broker Roundtable Meetings

In October, we began hosting meetings with our commercial real estate community. We are looking to host these round table discussions to foster and strengthen our relationships, provide updates on EDC leads and projects, reiterate our services, and inform them about valuable resources and incentives available in the County of Fresno. EDC staff Jose Mora, Will Oliver, Mark Mimms and Josh Howell met with Colliers Tingey on October 25th and Cushman Wakefield on October 27th at their offices. Both meetings were productive and served as an opportunity to present updates and outstanding property search requirements from the Business Attraction, Expansion and Retention and High-Speed Rail Support Departments. Our participation was well received and we look forward to increasing our communication in order to provide a more effective service to our broker community and clients.

Security Industrial Park Tour

EDC Attraction, BEAR, and HSR representatives met with Vice President of Land Division Jeff Wolpert and Senior Vice President Lou Ginise of Newmark Grub Pearson Commercial. The group toured the "Security Industrial Park", a property that was the original Producer's Cotton facility located on the northwest corner of North and Chestnut Avenues and northeast corner of Maple and North. Mr. Ginise and Mr. Wolpert reviewed the property specs and other available properties, information that will prove useful for future attraction, expansion and retention project efforts.

Fresno City Council

On October 13th EDC staff attended the Fresno City Council as the Council was presented with two separate economic development items supporting job growth. The items, briefly discussed below, were approved by the City Council, serving as another example to the City's commitment to business and economic development.

Approved amended incentive agreement with Betts Company: In 2007, the Fresno City Council approved a \$1.5 million incentive agreement with Betts Company to expand and locate their new headquarters to their existing south Fresno location, create 90 new jobs, with an investment of at least \$10 million. By 2016, as a result of the Great Recession and through no fault of their own, Betts Company had only received 20% of the projected incentive amount. During that time not only did Betts add 90+ jobs as promised, their capital investment was nearly double of the projected \$10 million. The City's commitment to work with Betts Company to amend and extend the original incentive agreement for an additional 10 years to 2027 sent a great message to existing and new job-producing companies.

Accept U.S. Economic Development Agency (EDA) grant (city match required) for infrastructure improvements: The City of Fresno applied for and was awarded an EDA Grant for \$3 million for infrastructure improvements to the **South Van Ness Industrial area**, which requires a \$1.5 million match by the City. One of the oldest industrial areas within the City has been in need of major street improvements. The area is home to large Fresno employers like Lyons Magnus and OK Produce, which have indicated, along with other companies located there, that if infrastructure improvements are made it would spur them to make additional private investments (about 327 new jobs and \$62 million in capital investment). As a result of the City Council's approval, Pear Street, Hamilton Avenue, California Avenue, and East Avenue are scheduled for major upgrades.

Global Cities Initiative—November 17th to November 18th

Lee Ann Eager and Economic Development Specialist Tracy Tosta traveled to Washington D.C. to participate in the ongoing Global Cities Initiative project. The two day workshop included presentations from other major metro areas that are also developing Foreign Direct Investment (FDI) Plans. Key findings to be included in the plan were further examined at the workshop and presented to the Brookings Institute. In the weeks prior to the event, EDC staff, with the assistance of MBA students at both Fresno State and Fresno Pacific University, collected interviews from foreign owned entities (FOE) within the San Joaquin Valley.

Eighteen foreign owned businesses across eight sectors were interviewed. They provided valuable information regarding their history and decision to locate in the valley. Many FOEs are the result of mergers and acquisitions. Businesses commented on the impact of California's regulatory environment and the availability of a trained workforce. Logistics, infrastructure, and market potential were cited as key factors in choosing the valley. Data collection is ongoing and with the help of a core team and steering committee, the FDI plan is expected to be completed in mid-2017.

Fresno Sunset Rotary Club Presentation

EDC Staff members were invited to present to the Fresno Sunset Rotary members for their focus series surrounding economic and community development. Members of the EDC's Economic Development Department gave a presentation on EDC Services as well as a brief highlight on business incentives. An overview on the current status of the High-Speed Rail project was given by HSR Coordinator, Clay Gilpin. After the presentation was provided, the attendees were given an opportunity to ask questions about the organization as well as the High-Speed Rail project.

California Public Utilities Commission (CPUC) Frontier Fresno Small Business Expo

On Tuesday, October 4, 2016, the EDC's Economic Development team attended the California Public Utilities Commission (CPUC) Frontier Fresno Small Business Expo at the Falls Event Center. The free event featured matchmaking opportunities with Procurement Specialists (one-on-one scheduled meetings) and business workshops on state government contracting, energy savings, and financing.

The EDC participated in the Resource/Vendor fair along with local/state agencies and utilities such as Frontier, AT&T, Comcast, PG&E, SoCal Gas, SDG&E, Southern California Edison, California Water Association and more. The team met with area buyers, project managers, and prime contractors. Over 300 area businesses attended.

EDC, PG&E and City of Clovis Trade Pro Workshop

On October 27th, the EDC, PG&E and City of Clovis hosted a Trade Pro Alliance workshop for area businesses at Clovis City Hall. The purpose of the workshop was to connect local trade professional companies who sell, install or services various products including refrigeration, lighting, and HVAC, among others. Businesses who participate in the Trade Pro Alliance receive access to rebates and incentives for their customers, special products, and increased exposure as a preferred Trade Professional with PG&E. Seven attendees participated in the event. The next Trade Pro Alliance workshop is scheduled to be held on November 3rd at Fresno City Hall.

City of Clovis Coordination and Industry Clusters Analysis

The EDC continues to work with City of Clovis Community and Economic Development staff to fine-tune our targeted data sets and survey tools to guide our business outreach. An initial list of prospective businesses to target was prepared and provided to the City of Clovis for review and refinement.

In collaboration with the City of Clovis, the EDC developed a macroeconomic analysis to identify Strategic Industry Clusters to drive sustainable economic growth in Clovis. In doing so, we can also develop a more effective reverse business attraction campaign for the City of Clovis.

As with the Fresno County analysis, we used the 2013 National Establishments Time-Series (NETS) database to develop our macroeconomic analysis for the City of Clovis. This analysis entailed assessing the overall economy, as well as its trade and inward investments, by looking at each industry sector's establishments, employment, Gross Aggregated Revenues, and productivity. With these objectives in mind, we identified the Health Care Cluster and Advanced Business Services & Information Technology Cluster, a newly identified and created cluster, as the top Strategic Industry Cluster for Clovis.

Central Valley Venture Forum

Economic Development Specialist Tracy Tosta attended the Central Valley Venture Forum at Clovis Veterans Hall. The event included panel discussions from various industry professionals and presentations from competing start-up businesses. Topics included the trade connection between California and Mexico, the history and growth story of Ruiz Foods as told by the founder Fred Ruiz and financial industry discussions regarding accessing capital and how to successfully pitch a business.

Eastside Expansion and Retention

Five Cities Board Meeting-- 10/24/2016

The Fresno County EDC brings forth relevant topics and real-time discussions to aid in the betterment and education of the east side communities, particularly concerning community and economic development. At the October 24th Five Cities Economic Development Authority Board meeting, staff coordinated with City of Coalinga Chief of Police, Michael Salvador to present about his work over the past nine months to implement the medical and commercial functions of marijuana cultivation in Coalinga. This subject was of particular interest with the recent Medical Marijuana Regulation and Safety Act (AB 243, AB 266 and SB 643) as well as potential passage of Proposition 64. Chief Salvador provided an overview of Coalinga's efforts to regulate, raise revenues and increase staff to handle the burgeoning local industry.

Hispanic Business Outreach Taskforce

The Greater Reedley Chamber of Commerce's Hispanic Business Outreach initiative is off to an exciting start. The Hispanic Business Outreach Taskforce has been identified, including: Kimberly Hoff, Chamber President; Al Smith, consultant; Tim Thiesen, Chamber Board President; Shawna Glazener, EDC; Victor Bribiesca, SBA; Peter Fong, SCORE; Dora Westerlund, Hispanic Chamber of Commerce; Ana Medina, CDFI; Tony Stewart, City of Reedley; and Jose Plascencia, Reedley Business Owner/member of California Hispanic Chambers of Commerce.

With this task force comes a wealth of knowledge that will be able to actively engage and help the Hispanic business community. Topics of discussion included crucial points on how the Hispanic business community differs from the general market, as well as some of the reasons for reluctance in participation. The group discussed the goal for growth of the existing Hispanic owned businesses in Reedley, as well as outreach to those businesses. Subsequent discussions and planning sessions will be scheduled, with the first event planned for mid-January.

City of Kingsburg Site Selector Data Project:

Per the direction of the EDC Board of Directors, our staff is working on ways to apply data to guide our business outreach and services. The City of Kingsburg City Manager Alex Henderson and Jolene Polyack, Economic Development representative submitted a request for data, demographics and information to be presented to potential site selectors. They provided a document with 25 different data tables to prepare this report. Jose Mora, EDC Client Services Manager, provided the requisite data as well as additional pertinent information to supplement the report. The City of Kingsburg expressed their appreciation for this assistance and will incorporate it into their economic development toolkit.

Business Retention Rapid Response—City of Kingsburg

On October 15th, a fire tore through the historic Stone Hotel building in Kingsburg, devastating three businesses inside. It also caused water and smoke damage to several surrounding businesses. Common Ground Coffee Shop, White Lilly Day Spa, and agricultural firm L.T. Enterprises were directly impacted. L.T. Enterprises has established a new location. EDC Economic Development Specialist, Shawna Glazener continues to provide support to the city, and assist the businesses with their next steps in reestablishing. White Lilly Day Spa will be locating in a soon to be vacated building on Draper Street, which is a prime location for the Day Spa. The church that owns Common Ground Coffee Shop is still looking at their options for the business. Ms. Glazener has provided the businesses with various community resources and tax incentive information. She also reached out to Congressman Valadao's office, and the Governor's Office of Business and Economic Development. The Fresno County EDC will maintain contact to assist the City of Kingsburg in retaining these businesses impacted by the fire.

“Project Phoenix” Initiative Foods Retention Update

Staff continues to remain involved with Initiative Foods (IF) on their efforts to rebuild. During the month of December, we worked with Initiative Foods on the Sales and Use Tax Exemption and PG&E Economic Development Rate applications. We coordinated a meeting with PG&E to go over the EDR requirements and application process. Staff was pleased to prepare a letter of support. Their application was submitted on December 15th and is under review.

Moreover, staff coordinated a meeting with Leann Gouevia and David Rivera of the State Board of Equalization to discuss eligibility for the Manufacturing Sales and Use Tax Exemption. Mr. Rivera provided a detailed overview on how to apply the sales tax exemption when buying new equipment and building their replacement facility. It is anticipated that a significant amount of their facility footprint can be attributed to the “manufacturing process”, therefore they may be able to receive the 3.9% sales tax exemption for associated costs such as building materials, site preparation, equipment, and materials, among other costs. The application of this incentive could potentially generate hundreds of thousands of dollars in savings.

Community Relations: Reedley Chamber of Commerce Mixer

Economic Development Specialist Shawna Glazener attended the Reedley Chamber of Commerce mixer on December 15, 2016. The mixer was held at Allstate Insurance Company owned by Jose Plascencia. Specialist Glazener met with Councilmember Mary Fast, Reedley business owners and Chamber staff. While in attendance, Specialist Glazener met with new business Bart B Bishop Chiropractic. Anticipating on expanding their business and adding new staff in the near future, they were interested to learn about the NEO program. She was also able to meet the manager of Burns and Whitaker Insurance Services of their Parlier and Reedley locations. Burns and Whitaker Insurance Services has several Fresno County locations and has used the NEO program at their City of Fresno location. They would like to expand their participation in both NEO and Reading and Beyond. Specialist Glazener will be following-up to align potential job-seekers with employment opportunities at both locations.

City of Parlier Business Expansion Opportunity

On December 28, 2016, representatives from Consolidated Mosquito Abatement District (CMAD) met with city staff and Economic Development Specialist Shawna Glazener regarding entitlements for their new facility. Our office has been working with the CMAD on their planned expansion for over a year, including providing referrals for prospective builders and contractors. The company is planning on constructing their new facility in Parlier’s nearly sold out industrial park. The EDC was tasked by the city lead the ground breaking ceremonies, which is slated to occur in early 2017.

Fox Drug Store Business Expansion

Shawna Glazener attended a meeting with representatives of Fox Drug Store, City of Parlier staff, and the landowner/developer to discuss their impending expansion project. Fox Drug Store currently occupies 1,200 square feet of space and is looking to expand to 7,500 square feet, adding a lab and adding new jobs. The project is expected to take approximately one and a half years and the EDC will provide support throughout the process.

Parlier Business Incubator and Training Center

The EDC and City of Parlier have been working to establish a Business Incubator and Training Center for over a year. With the primary focus of the project being medical trades and green technology, the center will facilitate higher and alternative education programs to upgrade the skills of students, focusing on those who are unemployed and retired from the military. The project will create jobs and

provide local training options for nearby residents. The City is pursuing EDA funding for the project which was recently included in the CEDS update. The application has been submitted to the EDA and is awaiting approval.

Kingsburg Business Retention and Rapid Response Update

Economic Development Specialist Shawna Glazener has been providing support to the victims of the Stone Fire. White Lily Day Spa has found the perfect location on Draper Street, and is awaiting the repairs to the building. The asbestos has been removed, and plans for repairs have been submitted to the City of Kingsburg. ED Specialist will continue to provide support to the City and the businesses.

Fresno Metro Area Expansion and Retention

OK Produce Recruitment

Following OK Produce's relocation due to the High-Speed Rail project, staff has continued to work with OK Produce to help fill their hiring needs. After enrolling into the NEO program, OK Produce experienced difficulty identifying qualified candidates willing to work their evening shift positions, which includes nights, weekends and holidays. To better serve OK Produce, staff organized and co-hosted a targeted recruitment event at the Department of Social Services on November 16th. In conjunction with the Department of Social Services, staff pre-screened 63 job seekers and referred 42 to OK Produce for second interviews. These targeted recruitment events provide added value to our clients participating in Ready 2 Hire, saving a significant amount of time and resource toward identifying qualified job-seekers.

Business Expansion Prospect: Food Commons Fresno

Economic Development Specialist Lavell Tyler met with Kiel Schmidt of Food Commons Fresno, a nonprofit trust and community benefit corporation. Food Commons Fresno recently remodeled an old restaurant to function its food hub and began operations on May 18th, 2015. In addition to supplying local restaurants wholesale produce, the new enterprise delivers the same high quality fresh produce from T&D Willey Farms and other local growers through its Oooby ("Out of Our Own Backyards") banner. Additionally, Food Commons is developing a commercial kitchen that will be made available to area caterers, food truck operators, and chefs. As part of Food Commons Fresno plans toward building local food system infrastructure that will bring the highest quality food, customer happiness, and meaningful employment to the Fresno region, the EDC will be assisting the non-profit with connections with the New Market Tax Credit (referral provided), the Manufacturing Exemption, the California Competes Credit, the NEO program and related incentives.

Business Expansion Opportunity—Casa de Tamales

Economic Development Specialist Lavell Tyler hosted a meeting between Casa de Tamales Owner/President Liz Sanchez, Regional Liaison Manager Leann Gouveia and Business Taxes Specialist David Rivera from Board of Equalization. Mrs. Gouveia and Mr. Rivera provided an overview the qualifications and application process for the Manufacturing Exemption. Casa de Tamales will be taking advantage of the exemption when it purchases equipment and/or makes necessary renovations for its planned expansion in early 2017.

Fresno African American Community Exchange

Economic Development Specialist Lavell Tyler attended the Fresno African American Community Exchange (FAACE) hosted by the Fresno Metro Black Chamber of Commerce. The meeting consisted of a round table of updates on participating organizations including upcoming events and activities. Specialist Tyler shared information on the EDC's upcoming Benchmarking workshop and Energy Summit, in addition to cultivating new potential leads for referrals.

Lead Generation Workshop

Tyler also attended the Guide to Lead Generation Workshop, as part of the SCE EDGE Workshop Series at the Downtown Business HUB Training Center. The event was attended by 24 area businesses. Participants left with a better understanding of the new definition of lead generation and how it's used in the digital age. Through a review of the various marketing channels that generate leads (website, search, social media, email, direct mail, event marketing), gain confidence in knowing how to convert leads into sales, and measure effectiveness of various lead generation methods.

New Employment Opportunity Interest Growing

Interest in the NEO program continues to grow. NanCom, David Peck Insurance, and BizAssure became new participating employers during December. Tyler facilitated initial NEO Interest meetings with Yellow Mug Coffee, EMTZ Automotive, Ally Carriers (High-Speed Rail referral), Insight Consulting and USA Garlic Machinery as well. Ally Carriers, Insight Consulting, and USA Garlic are in the process of becoming NEO employers. NEO general assistance and follow-up was provided to 14 participating businesses during the month of December.

Business Retention Rapid Response

In the face of impending closures and an unfortunate fire, Specialist Tyler reached out to three businesses to provide rapid response assistance. Tyler is currently working with Earth Arts, Livingstone's Restaurant and Pub and Raw Fresno to prepare the businesses and affected employees during their transitional periods with support and information on available resources.

Westside Expansion and Retention

New Addition to Economic Development Team

We are pleased to welcome Jacob Villagomez as our new Economic Development Specialist. Jacob previously worked for Fresno County Supervisor Henry Perea's Mayoral Campaign and for Assembly member Henry T. Perea as a Caseworker where he focused on a myriad of issues on behalf of their constituents. Jacob will be assigned to the Westside where he has worked with multiple businesses, residents and local officials through past work experience.

Biodico Business Expansion follow-up

EDC staff Tracy Tosta and Esther Cuevas met with the Biodico CEO, Russ Teall, and Huron Mayor, Rey Leon, at the Biodico facility in Five Points. Mr. Teall led a site tour and discussion about the EDC's involvement with their California Energy Commission grant. The EDC has a pending subcontract to provide services to the project that is researching and developing plans for a Zero Net Energy Farm (ZNEF). On December 12th Tracy attended the monthly conference call with Biodico to further discuss the progression of the project with their core team. Biodico is in the process of signing up for NEO.

Community Development: Coalinga Chamber of Commerce Holiday Mixer

ED Specialist Tracy Tosta attended the Coalinga Chamber of Commerce Holiday Mixer. Katie Delano of the Chamber informed her that in January they would be starting a group for entrepreneurs to develop their business ideas into business plans. She had organized this in early 2016 with mild success and is hoping that a repeated event with additional support will encourage some small business development. Tracy made contact with a member of the local Women's Club and anticipates presenting information to their group in 2017. Ms. Tosta also obtained feedback from the mixer attendees about businesses in the area that may benefit from EDC assistance. After the mixer she performed outreach to multiple businesses by providing information about NEO and other EDC services. She also made contact with two real estate agencies in the area to build a relationship as they continue to get an influx of commercial property inquiries.

Other Activities

- Coalinga Fest: Tracy Tosta managed a booth and distributed information to local businesses and community members.
- San Joaquin Valley Partner Summit
- SCE EDGE Workshop Series “Contracts 101” event at the Downtown Business Hub
- Manufacturing Summit workshop meeting at CA State Board of Equalization
- Community Funded Revitalization of Fresno
- Biodico California Energy Commission Grant Award coordinating meeting
- Food Safety and Quality Technician Certificate of Achievement Workshop
- Fresno 4 Biz monthly meeting
- Go-Biz California Competes Workshop
- Kelson Stafford/Veteran’s Non-prof Project
- SEFCEDA Trailblazer for Prosperity Luncheon
- Ally Carriers NEO Interest Meeting (High-Speed Rail Referral)
- Kerman Mixed-use development coordination meeting
- Kerman City Council Swearing-in and reorganization
- Clovis City Council meeting recognizing Supervisor Magsig’s service
- SCE EDGE Workshop – Guide to Lead Generation
- Dry Creek Ribbon Cutting event with the City of Clovis
- Sanger City Council Swearing-in and reorganization
- Firebaugh City Council Swearing-in and reorganization
- Kingsburg City Council Swearing-in and reorganization

APPENDIX**Item 1**

State of California
 December 16, 2016
 March 2015 Benchmark

Employment Development Department
 Labor Market Information Division
<http://www.labormarketinfo.edd.ca.gov>
 (916) 262-2162

Monthly Labor Force Data for Cities and Census Designated Places (CDP)
November 2016 – Preliminary
Data Not Seasonally Adjusted

Area Name	Labor Force	Employment	Unemployment		Census Ratios	
			Number	Rate	Emp	Unemp
Fresno County	445,800	404,200	41,600	9.3%	1.000000	1.000000
Auberry CDP	1,000	1,000	0	2.6%	0.002382	0.000616
Biola CDP	300	200	0	3.5%	0.000616	0.000227
Calwa CDP	600	500	100	12.8%	0.001264	0.001800
Cantua Creek CDP	100	100	0	18.9%	0.000256	0.000584
Caruthers CDP	1,900	1,800	100	6.1%	0.004380	0.002741
Clovis city	51,500	47,800	3,700	7.2%	0.118257	0.089362
Coalinga city	7,000	6,600	400	5.4%	0.016259	0.009086
Del Rey CDP	600	500	0	3.9%	0.001341	0.000535
Easton CDP	1,100	1,100	100	6.1%	0.002644	0.001654
Firebaugh city	3,700	3,300	400	9.5%	0.008249	0.008408
Fowler city	2,900	2,700	200	7.7%	0.006648	0.005348
Fresno city	238,500	214,300	24,200	10.1%	0.530192	0.580954
Friant CDP	100	100	0	17.5%	0.000234	0.000487
Huron city	2,500	2,400	200	7.7%	0.005822	0.004717
Kerman city	6,900	6,400	500	7.8%	0.015794	0.012919
Kingsburg city	5,800	5,300	600	9.5%	0.013009	0.013282
Lanare CDP	200	200	0	13.7%	0.000437	0.000665
Laton CDP	500	400	0	8.4%	0.001102	0.000973
Mendota city	5,400	4,400	1,000	18.4%	0.010871	0.023804
Orange Cove city	3,700	3,200	500	13.0%	0.007997	0.011626
Parlier city	6,700	6,000	700	10.9%	0.014725	0.017462
Raisin City CDP	100	100	0	4.8%	0.000247	0.000130
Reedley city	11,800	10,700	1,100	9.0%	0.026454	0.025397
Riverdale CDP	1,500	1,300	200	13.9%	0.003127	0.004898
San Joaquin city	1,300	1,200	100	5.5%	0.003002	0.001704
Sanger city	11,600	10,400	1,200	10.3%	0.025807	0.028836
Selma city	11,500	10,400	1,100	9.3%	0.025735	0.025633
Shaver Lake CDP	300	300	0	7.2%	0.000736	0.000551
Squaw Valley CDP	1,100	900	200	16.0%	0.002187	0.004038
Tranquillity CDP	200	200	0	3.2%	0.000448	0.000146

CDP is "Census Designated Place" - a recognized community that was unincorporated at the time of the 2009-2013 5-Year American Community Survey (ACS).

APPENDIX
Item 1 continued

Notes:

- 1) Data may not add due to rounding. All unemployment rates shown are calculated on unrounded data.
- 2) These data are not seasonally adjusted.

Methodology:

Monthly city labor force data are derived by multiplying current estimates of county employment and unemployment by the relative employment and unemployment shares (ratios) of each city at the time of the 2009-2013 American Community Survey. Ratios for cities were developed from special tabulations based on ACS employment, unemployment, and population and Census population from the Bureau of Labor Statistics. For smaller cities and CDPs, ratios were calculated from published census data.

Monthly CDP's labor force data are derived by multiplying current estimates of county employment and unemployment by the relative employment and unemployment shares (ratios) of each CDP at the time of the 2009-2013 ACS survey. Ratios for CDPs' were developed from special tabulations based on ACS employment and unemployment from the Bureau of Labor Statistics.

This method assumes that the rates of change in employment and unemployment since the 2009-2013 American Community Survey are exactly the same in each city and CDP as at the county level (i.e., that the shares are still accurate). If this assumption is not true for a specific city or CDP, then the estimates for that area may not represent the current economic conditions. Since this assumption is untested, caution should be employed when using these data.

Clients and Businesses Contacted

Biola

Actagro

Riverdale

Maddox Farms

Kerman

City of Kerman-Senior Center

Coalinga

Ag for Hire

Auto Zone

Blue Collar

Coalinga Chamber of Commerce

SHARE Self Help, Assistance, Referrals and Education

The Canna Agency

Clovis

Approved Yes Auto Sales

City of Clovis

Xonnova

Mark's Chevron

Fowler

City of Fowler

DeFierro Ranch

Bobby Salazar's Mexican Food Products

Sanger

California Trus Frame

City of Sanger

Initiative Foods LLC

Out of Area

Tech Master Pest Management

Selma

Best Western

City of Selma

Dawson-Mauldin Construction, Inc.

San Joaquin

City of San Joaquin

Huron

City of Huron

Five Points

Biodico

Kmart (Coalinga)

Mid State Realty

Sequoia Packing Company

The Pit Stop

California Water Services

Eleventh Hour

Insight Consulting

Coast to Coast Petroleum, LLC

Sequoia Companion Care

Parlier

City of Parlier

Kingsburg

City of Kingsburg

Common Ground Coffee House

For the Birds

Gypsys' Attic

Main Street Flowers and Gifts

White Lily Day Spa

APPENDIX
Item 2 continued

Fresno

A Better Choice Preschool
A.M. Electric
AIS Market Research
Ally Carriers Inc.
AM Consulting Engineers
Biz Assure
CASA de TAMALES, LLC
Central Valley Auto Glass
Central Valley Machining Inc.
Chema & Tonia, Inc
Crumb and Get Em
Delray Tire and Retreading
Diaz Financial Services
Dumont Printing
EMTZ Automotive, LLC
Euphoria 1612
Executive Lounge & Business Formation Center (HOPE)
Farmers Insurance - David Peck
First Continental Mortgage / Starr Funding Inc
Food Commons Fresno
Fresno McKinley Market / Arco
Full Circle Brewing Company
Gilbert K. Moran, M.D. F.A.C.O.G. INC.
Green Innovational Technologies and Solutions
Grossman Law Offices
GTC Freight, Inc
Guardian Angel's ADHC
Gymnastics BEAT Inc.
Habitat for Humanity
Harris Construction Cleanup
Helados La Tapatia
Highway City Community Development
Ideal Home
Innovation Commercial Flooring Inc
J T Truck Repair
Jay's Barbershop
Jeanie Green Plumbing
Jubilee HomeCare. Inc
Kocky's Bar and Grill
Law Offices of Jeremy K. Lusk, Inc
Linmore LED Labs, Inc.
Livingstones
Main Event Graphics
Margaret Hudson Gallery / Earth Art Studio
Mia Bella Foods, LLC
Modern Custom Fabrication Inc.
Myriad Shields Insurance Solutions
NanCom
PACE Medical Billing and Technologies
Pacifica Pizza W. SHAW FRESNO CA.
Papa Murphy's Pizza
Physician's Imaging
Platinum Financial & Insurance, Inc
Pleasant Mattress Inc/Cannon Sleep Products
Raw Fresno
RH Defense
Rocket Dog Brats and Brew
Roots Garden and Pets
Ryan Pastoral Center
Select Training and Tutorial Institute
Sha Investments Inc. (Deli Delicious)
Sierra Foods
South East Fresno Com. Development Association
Southeast Fresno Child Development Center
Starr Funding Inc
Stitch Master Embroidery
Talons Landscape Inc.
Tent City Canvas House
The Clean Up Man
The Painted Table Catering
Tim Millwee (Farmers Insurance)
Tower Sports Club
Townsend House Facility
Unassailable Communities of America
Urban Roots
USA Garlic Machinery
Valley Adult Day Health Care
Valley to Valley
Valley Wide Beverage Company
Valparaiso Cafe
Volm Companies
Yellow Mug Coffee
Z Blinds