January 26, 2015

Ms. Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development division
California Community Colleges
Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Ms. Ton-Quinlivan:

State Center Community College District is pleased to support the grant application for the Industry-Driven Regional Collaborative, Acute Need for Coding/Programming Bootcamp and Embedded Soft Skills (RFA 14-326), for the Central/Mother Lode Region.

As indicated in the RFA, we are providing this letter within our electronic submission of the application to specify that Fresno City College, a campus of the State Center Community College District, is willing to serve as the fiscal agent for this grant.

Sincerely,

Tony Cantú
President

TC/kq
## CONTACT PAGE

### District: State Center CCD
**Address:** 1525 East Weldon Ave.
**City:** Fresno  
**State:** CA  
**Zip:** 93704

### District Superintendent/President (or authorized designee)
- **Name:** Tony Cantu  
- **Phone:** (559) 265-2212  
- **Title:** President, Fresno City College  
- **Fax:** (559) 265-7777  
- **E-mail Address:** tony.cantu@fresnocitycollege.edu

### Responsible Administrator (Should not be the same as Project Director)
- **Name:** Natalie Culver-Dockins  
- **Phone:** (559) 265-5700  
- **Title:** Dean, Workforce Development  
- **Fax:** (559) 499-6001  
- **E-mail Address:** natalie.culver-dockins@fresnocitycollege.edu

### Project Director (Person responsible for conducting the daily operation of the grant)
- **Name:** Dan Sousa  
- **Phone:** (559) 265-5700  
- **Title:** Coordinator  
- **Fax:** (599) 499-6001  
- **E-mail Address:** dan.sousa@fresnocitycollege.edu

### Person Responsible for Data Entry
- **Name:** Dan Sousa  
- **Phone:** (559) 265-5700  
- **Title:** Coordinator  
- **Fax:** (559) 499-6001  
- **E-mail Address:** dan.sousa@fresnocitycollege.edu

### District Chief Business Officer (or authorized designee)
- **Name:** Edwin Eng  
- **Phone:** (559) 226-0720  
- **Title:** Vice Chancellor, Finance and Administration  
- **Fax:** (559) 243-1949  
- **E-mail Address:** ed.eng@scccd.edu

### Person Responsible for Budget Certification
- **Name:** Cindy Chang  
- **Phone:** (559) 226-0720  
- **Title:** Accountant/Auditor  
- **Fax:** (559) 226-5924  
- **E-mail Address:** cindy.chang@scccd.edu
Abstract

The IDRC Workforce Readiness Acceleration Program (WRAP), a partnership of colleges and others in the workforce system, is the result of collaboration between local colleges, Workforce Investment Boards and employers from Fresno, Tulare, Kern, Inyo, and Mono Counties (Central/Mother Lode Region). IDRC-WRAP will address the employer-identified need for skills to be embedded into technical training programs, which will result in workplace success for program participants.

Objectives

1. Create a partnership that will result in meeting industry demand through embedded soft skill training
2. Offer embedded soft skills and technical training to students in the health care and logistics/manufacturing industry clusters.
3. At least 40 students will complete a CCCCO approved Certificate of Achievement
4. At least 60 students will complete a non-CCCCO approved certificate
5. At least 60 students will participate in a workplace learning experience

Procedures

1. Develop partnerships with WIBs to offer outreach, recruitment, selection, wrap around services, workbased learning experiences, and job placement services.
   Offer soft skills embedded into technical training via a not for credit delivery modality, that aligns with two non-credit and two for-credit programs.
   Engage employers in “badging” soft skills training to document skills learned.

Expected contribution or impact on the funding priorities of the RFA specifications

A model for development and delivery of soft skill training aligned with technical skills will be piloted at two community colleges and will be disseminated regionally and statewide.

Deliverables (products/services/outcomes)

Embedded soft skills will be aligned with four technical training programs.
Technical training in high-wage jobs will be offered for credit and non-credit.
Employers will “badge” the soft skill training.

Partnership: State Center CCD (Fresno City College), Kern CCD (Porterville College), Fresno Workforce Investment Board, Employers Training Resource – WIB Administration for Kern, Inyo, and Mono Counties and a variety of industry partners including Kraft Foods, the Central Valley Health Network, and Ikea.

Training: Through the two period of the grant, 123

Replicability: The program will be replicable through careful documentation of products, deliverables and outcomes.
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Fresno City College and Porterville College, the Workforce Investment Boards from Fresno, Tulare, Kern, Inyo, and Mono Counties and business partners from throughout the region propose an Industry-Driven Regional Collaborative (IDRC) grant to address the employer-identified need for skills that result in workplace success to be embedded into technical training programs. The IDRC Workforce Readiness Acceleration Program (WRAP), a collaboration of colleges and others in the workforce system, is the result of many conversations throughout the Central/Mother Lode Region, including employer advisory committees, employer surveys, and skills panels. The lack of workforce readiness has been identified as a significant detriment to successful employability, resulting in gaps for employers who are seeking qualified applicants.

The collaborative partners will create and pilot an innovative approach to embedded soft skills delivery, in which a set of foundational skills are taught to all students who will also have the opportunity to enter hard skill training programs in one of multiple Career Technical Education (CTE) sectors. Comparison data will be collected to determine rates at which students in the embedded soft skills courses complete their programs of study and gain/retain employment.

**NEED**

**Approach to identifying and prioritizing the needs of employers:** The WIB partners are a primary source of data for the WRAP partnership to identify and prioritize the needs of regional employers. The Fresno Regional Workforce Investment Board (FRWIB) conducts a bi-annual survey, "The Fresno Regional Employment Study Report," that focuses on six identified high-growth industry sectors, including among which include manufacturing, logistics, and healthcare. In this survey, employers are also asked for feedback on current obstacles and barriers to expansion. The information collected provides a valuable tool to evaluate needs of high growth industries.

WIB Board of Directors must consist of a majority of employer representatives. As a result, the FRWIB is constantly in contact with employers. These employers have identified workplace readiness as a significant gap in the skillset they seek from potential new job applicants.

In Porterville, transportation, logistics and advanced manufacturing is one of the priority "target industry" clusters for the Kern Economic Development Corporation, employing over 25,000 people. The industry continues to grow with the addition of the Dollar General Distribution Center, the expansion of the Pactiv manufacturing facility in 2014, and the opening of the Ross Distribution Center in 2015 which will create 350-500 new jobs with planned growth to over 1,500 employees. The Walmart Distribution Center employs over 1,500 workers. Large food processing manufacturers employ over 9,000 individuals. Based on employer interviews by the Kern, Inyo, Mono WIB and by the Kern High School District and Kern Community College District, workplace readiness skills have been cited as a critical skills gap keeping many applicants from being hired by employers in advanced manufacturing and logistics and warehousing industry clusters.
From this employer input, the partner colleges and WIBs are proposing this IDRC to address the lack of critical force skills in three high growth occupations of the Central/Mother Lode Region: medical assisting and warehousing (Fresno) and warehousing and manufacturing (Kern).

Research of the badging infrastructure being built by the Foundation for California Community Colleges, and whether there is value for your project: The proposed IDRC aligns closely with the concepts of employer engagement, enhancing back-office support, and the creation of an industry-approved soft skills badging framework. The IDRC will bring industry, workforce, and educational partners within the San Joaquin Valley together to adopt a framework of soft skill trainings that would serve as stackable credentials, or “badges” that could be incorporated with the Badge Alliance framework and eventually the LaunchPath tool. For the current project, IDRC partners will be using existing systems within the partnership.

Internship payroll management service provided by the Foundation for California Community Colleges: FCC and Porterville College have examined the payroll management services provided by FCCC, which, through its LaunchPath program, can serve as the employer of record in paid internships to facilitate employer participation. Although this is a very valuable service, the IDRC-WRAP partners have decided that in order to gain efficiency and to monitor students who are in paid internships, the Fresno WIB will serve in this capacity for our project. FRWIB has extensive experience with placing students in internships and monitoring their progress. FRWIB supports unpaid and paid internships for clients who complete an internship as part of the training program. Internships range from two to twelve weeks in length. Interns must be paid an hourly wage equivalent to 75% of the entry-level wage, not to exceed $15 per hour.

All internship providers define their own timesheets in compliance with federal and state wage and hour rules. The FRWIB’s Employment Readiness Specialist (ERS) and Business Account Specialist (BAS) carefully match the client with the employer when selecting and screening potential internship sites, considering factors such as location, general employment conditions, type of work, client demonstrated aptitude and interest in work offered and availability of supervisory staff at the site. Given this robust system of offering both paid and unpaid internships, the WRAP partners decided that this component of the project would be managed locally.

Familiarity with ACT WorkKeys and whether it or a similar battery can be shown to correlate with training outcomes: All of the WIBs in the partnership utilize WorkKeys. Within 10 business days of enrollment, clients complete three sections of WorkKeys: Applied Math, Reading for Information, and Locating Information. WorkKeys soft skills assessments (Talent and Performance) may also be utilized. The Talent assessment addresses carefulness, cooperation, discipline, goodwill, influence, striving and stability. The Performance assessment addresses general work attitude and risk reduction with an emphasis on productivity, theft prevention, absenteeism, teamwork and meeting employer expectations around safety, harassment, and workplace violence. The WorkKeys results determine the needed services for student/clients.
They will take the same assessments upon completion to determine if their rating has improved. Project partners will solicit feedback from employers regarding the correlation between scores on all five WorkKeys and performance on the job.

In addition to the WorkKeys assessments, additional factors are considered that determine the likelihood of a client’s success in a training program, including eligibility for WIA services; client interest in training; support services as needed during training; eligibility requirements of union (if training is union-related); and employability (i.e. an individual working in healthcare must pass a drug test, a security officer cannot have a felony on their record, and a bridge worker cannot be afraid of heights). By determining potential barriers to training early in the process and utilizing WorkKeys as a tool, the partners have successfully completed several training cohorts with both graduation rates and placement rates of 100%.

**RESPONSE TO NEED**

**Describe your approach to addressing the need, including key components:**

**i. Outreach, selection and intake process**
Outreach: All of the WIB and college partners will be engaged in reaching out to potential students. The FRWIB works with more than 25,000 job seekers each year in Fresno County, and the Tulare, Kern, Inyo, and Mono WIBs serve a commensurate number of clients in the region. WIB clients will be provided information about the WRAP program. Colleges will also reach out to students via informational sessions to students enrolled in special programs such as EOP&S and CalWORKS, in the career centers, and via public information campaigns.

Selection and Intake Process: Candidates are screened for aptitude, interest, and ability to successfully complete training. Once enrolled, the clients are assigned an Employment Readiness Specialist (ERS) who administers the WorkKeys and PESCO assessments. The ERS works with clients to create an individual employment plan based on the results of these assessments and discusses the individual’s work history, career goals, and potential barriers to employment. All participants must be able to demonstrate competency in the skills associated with the training program by passing each course and/or program with a minimum score of 70%.

**ii. Instructor quality, championship, and approach to training-the-trainers**
The faculty project director, Dan Sousa of Fresno City College, will serve as a primary resource in building and coordinating the efforts of IDRC champions. Championship for the IDRC will come from the management team, employers, the WIBs, and trainers. Champions will include industry-specific advisory committees that will work closely to review skill assessment tools, map skills assessment with curriculum, and validate that curriculum meets industry needs.

As the lead college partner in this project, Fresno City College offers workforce education programs that have developed a reputation of high quality, rigorous, industry-defined training. Instructors meet minimum qualifications with several years of
experience in both the classroom and industry. These industry-based trainers will teach soft skills curriculum. Curriculum will be built as "off-the-shelf" modules that can be used to supplement existing CTE programs. The project director will lead the coordination for other colleges to adopt these modules.

iii. Instructional design, curriculum model content, and validation for employer relevance

The IDRC-WRAP will deliver the following curriculum model content:

- An "off-the-shelf" model for soft skills curriculum that can be shared and scaled up to a regional level
- An industry-validated soft skills certificate that is stackable with other industry hard skill programs (e.g., WorkKeys Soft Skills assessments, Central California Workforce Readiness Certificate which is based off of the National certificate)
- The stackable soft skills modules (30 hrs.) will target industry-defined skills that are needed across sectors. Training will include a contextualized module designed for industry-specific soft skills (10 hrs.).
- The program can supplement a wide variety of industry needs and existing CTE programs. For this reason, we will be building three pilot programs; Medical Assisting and Warehouse Technician at Fresno City College and Logistics Management at Porterville College.

The program will utilize existing internship and job placement services offered by the Workforce Investment Board (WIB) partners. The use of LaunchPath would be a next step opportunity.

This proposal will serve clients identified by the WIBs who are interested in the Medical Assisting, Warehouse Technician or Logistics Management career paths. Enrolled clients will be presented with 30 hours of soft-skill training including coursework in customer service, time-management, and conflict resolution. A joint industry/education curriculum design and development team will craft an additional 10 hours of industry specific training to prepare students for high-demand CTE jobs. At the completion of the soft skills training, clients will enroll in one of the following programs:

*Medical Assisting (for-credit)*: FCC will conduct one cohort of this a 19-unit, established program that prepares students to perform clinical duties in a medical office.

*Warehouse Technician (non-credit)*: FCC will conduct one cohort of this 12-week program that prepares students for entry-level jobs in warehouse distribution.

*Certified Logistics Associate (non-credit)*: Porterville College will conduct 3 cohorts. Trainees will receive 80 hours of training including, technical, logistics and warehouse training, along with embedded soft skills. This will prepare them to take the certification assessment for the Manufacturing Skills Standards Council (MSSC) Certified Logistics Associate (CLA) designation.

*Logistics Management Certificate of Achievement (for-credit)*: Porterville College has developed a 20 unit Certificate of Achievement in Logistics Management. Porterville
College will incorporate MSSC CLA student learning objectives so that students can be prepared to take the CLA assessment.

Selected students will have the opportunity to be placed in paid internships at the culmination of the technical and embedded soft skills training.

iii. Employer relationships that can lead to internship, placement, and/or verification of competencies mastered
The colleges and WIB partners have long-standing relationships in the health care and manufacturing sectors which can be leveraged to ensure internship and job-placement opportunities. These relationships will be used to ensure the competencies mastered during the course of training are reflective of employer needs.

iv. Case Management and/or wrap around services
WIB clients are assigned an ERS who provides internal guidance, service coordination, and intervention services through referral to specialized service providers. The ERS assists in the completion of all required activities needed to become job ready and meets with each client on a bi-weekly basis, or more often as needed, to continually assess their barriers and coordinate services.

Case management plans focus on the following: 1) Managing participation in programs; 2) Thorough assessment of each individual's needs to determine which program elements are necessary; 3) Managing/tracking completion of short-term skill attainment goals and preparation to move into long-term employment, education, or training programs; 4) Closely tracking follow-up services, which results in successful long-term outcomes for participants; and 5) Keeping in contact with participants after exit to measure retention employment.

In addition, students will receive on an as needed basis allowable supportive services, including assistance with the purchase of tools, work clothing, transportation, childcare, and items and services deemed necessary to obtain and retain employment.

vi. Data and accountability collection
The Case Management System is a customizable tool that can effectively and efficiently record and track processes through common intake and registration, client services, training courses, and financial services. Upon graduation from a training program, a Business Account Specialist (BAS) is responsible for developing work opportunities and tracking clients for twelve months after program exit. Quarterly contact takes place to track retention and provide referrals for services.

Strategies for lowering the risk to execution of each key component/partnerships that lower the risk of execution: The WRAP partnership links well-established programs and resources. The partners have a track record of collaborative success in programs such as the PG&E Pathways and C-6/TAACCCT initiatives. WIBs will identify clients and will complete an extensive screening process, including WorkKeys, before enrolling them in the program. The soft skills training will be modeled after existing
course work and will incorporate a recognized and successful curriculum, such as the Customer Service Academy, which has been recommended statewide, or the Next Skills Institute, which is recognized nationally. Industry-specific training programs are well established at all partner colleges. Throughout each of these steps, the Workforce Investment boards will provide case management service to enrolled clients.

**Discuss how you intend to screen/select your student cohorts.**

**Screening:** Applicants will be assessed for their ability to meet employer qualifications to successfully complete training. Eligible applicants will be those who demonstrate that they have a need for training services, that they do not have the financial ability to pay for training on their own and that they do not meet the basic skills and qualifications that would lead to successful participation and completion in the selected program. PESCO Reading and Math and WorkKeys assessments results must align with the occupation. Participants must meet a minimum of 9th grade reading and math levels in CASAS.

**Selection:** For all training a candidate must submit a complete and accurate Scholarship Package (2 copies) to FRWIB staff and successfully interview with the WRAP partnership selection team.

**Quantify the expected throughput of students per cohort per college.**

### Fresno City

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>Baseline Completion Rate</th>
<th>Students Enrolled</th>
<th>Students Completing</th>
</tr>
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<tbody>
<tr>
<td><strong>Year 1</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Assistant</td>
<td>74.5%</td>
<td>25</td>
<td>19 (76%)</td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Warehouse Technician</td>
<td>72%</td>
<td>25</td>
<td>19 (76%)</td>
</tr>
</tbody>
</table>

### Porterville College

<table>
<thead>
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<th>PROGRAM</th>
<th>Baseline Completion Rate</th>
<th>Students Enrolled</th>
<th>Students Completing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Certified Logistics Associate</td>
<td>NA</td>
<td>50</td>
<td>40</td>
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<tr>
<td>Logistics Management</td>
<td>NA</td>
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<td>10</td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Certified Logistics Associate</td>
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<td>20</td>
</tr>
<tr>
<td>Logistics Management</td>
<td>NA</td>
<td>20</td>
<td>15</td>
</tr>
</tbody>
</table>

**Organization(s) and structures in place to accomplish the outcomes or the structure you will put in place to take on these activities:** Fresno City College will
serve as the fiscal agent and lead college. Porterville College will serve as a partner college. The IDRC-WRAP Management Team will be composed of representatives of all partners and will provide leadership and guidance for the initiative. The management team will include the Chief Instructional Officers (CIOs) from participant colleges, Deans from respective programs, the project director, employers, WIB representatives, and Deputy Sector Navigators from the Central Valley/Mother Load Region. The Project Director will coordinate the efforts of employer partners, the WIBs, Division Deans from FCC and Porterville College, discipline faculty, and trainers in regular project activities.

Discuss the Leading Indicators and/or Momentum Points you plan to affect through this project and how.

The project will affect the following Momentum Points:

Alignment of skillsets within a program (or set of courses) to a particular occupation and the needs of the labor market: The IDRC-WRAP aligns the soft skill training to three occupations: warehousing/logistics and medical assisting. Soft skills can be adapted to the needs of the target population as well as the participating industry; after completion, students will have the option to enroll in a technical training programs that are aligned to entry-level occupations.

Completed a non-CCCCO-approved certificate within a CTE pathway: The soft skills attainment will support certificate completion. The completion rate for the warehouse technician program at FCC is approximately 72%. With the addition of the embedded soft skills training, we anticipated that the completion rate for this program will increase to 76%. The programs at Porterville College are new programs; 60 students will complete a non-CCCCO-approved certificate.

Completed a CCCCO-approved certificate within a CTE pathway: The soft skills attainment will support certificate completion. The completion rate for the medical assisting at FCC is approximately 74%. With the addition of the embedded soft skills training, we anticipated that the completion rate for this program will increase to 76%. The programs at Porterville College are new programs; 25 students will complete a CCCCO-approved certificate.

Participated in a college internship or workplace learning program within a CTE pathway: Existing programs only provided limited opportunities for internship or workplace learning programs. The revised programs will incorporate workplace learning in a systematic and

Attained a job placement in the same or similar field of study as CTE pathway: Partnerships with the Workforce Investment Boards will help improve job placement.

Technical assistance you plan and shared infrastructure to provide to college in the network to be successful: Colleges in the network can be successful by using the designed model curriculum and organizational design of the program which will be gathered in a toolkit. The framework uses existing programs and suggests ways to
include industry partners in the design of the industry-specific soft skills components. Outcomes and tools can be disseminated and shared through the Central Region Consortium and CCCAOE.

**Capital investment needed and whether investments made under the CTE Enhancement Funds will be leveraged:** No capital investment is needed for this grant and no CTE Enhancement Funds will be leveraged.

**Background of any faculty champion or contractor already identified to execute program elements**
The project has identified a current full time Fresno City College faculty member to act as project coordinator. Dan Sousa brings 20 years of industry experience and 15 years teaching experience. In addition he has worked closely with credit, noncredit, and not-for-credit education. While his expertise is in manufacturing, through his experience in various dual enrollment and apprenticeship programs, he has also connected with health care employers. He will dedicate 10% of his time on an in-kind basis.

**PROJECT MANAGEMENT PLAN**
Management is an important part of the success of any project. It is therefore necessary that the following be included as part of the management plan within the application:

**Describe the College District’s readiness and commitment to utilizing the Launchboard for data collection, performance baseline, measurement, reporting and analysis for this grant.**
State Center CCD (SCCCD) hosts the Central/Mother Lode Regional Consortium and has arranged regional trainings on using the Launchboard for data collection, reporting and analysis. The project director, Dan Sousa, has attended these trainings, as has his supervisor and the Institutional Researcher at FCC. Furthermore, the project director will obtain technical assistance on the use of Launchboard for data collection, as needed, from the Center of Excellence Director for the region. Launchboard data will be used to track progress, including the Momentum Points proposed in the workplan.

**Data and accountability information collection and reporting**
The project director will rely on technical assistance provided by the Central/Mother Lode Regional Consortium to use the LaunchBoard to generate data for quarterly reporting for this grant. The project director has received training on the accountability measurements required in the Common Metrics and Accountability Measures and the quarterly and annual reporting requirements for the IDRC program. Furthermore, the project director will seek technical assistance from the Chair of the Central/Mother Lode Regional Consortium and/or Center of Excellence director as required.

**Identify whether the district submitting the grant application has previously received an SB 1402 EWD grant.**
The submitting District (SCCCD) hosts the SB 1402-funded Deputy Sector Navigator for ICT/Digital Media. The SCCC's Madera Center also holds an SB 1402-funded IDRC – Distressed Communities grant, awarded in June of 2014, to support the development of
its manufacturing program. Recently, SCCCD has received multiple SB 1402 grants to support its Center for International Trade Development (CITD), including a HUB. FCC has received multiple IDRC grants in the past four years.

**Extent to which your project director has reviewed the onboarding items 1.0-1.4; attended the CCCAOE Leadership Academy Program; attended an (ASCCC) CTE curriculum approval workshop.**

Mr. Dan Sousa, the project director, has reviewed the onboarding materials found at the Doing What Matters web site. He is familiar with the recommended communications tools described on the web site. He understands the *Common Measures for Accountability*, and is familiar with how the LaunchBoard, Salry Surfer, and other tools are used to collect and track student progress on key Momentum Points and Leading Indicators. Mr. Sousa will attend Extended Operations meetings as needed and/or will regularly update the Deputy Sector Navigators in the proposed sectors in order to obtain technical assistance where needed and to disseminate successful outcomes. While Mr. Sousa has not attended the CCCAOE Leadership Academy, he is a consistent attendee and frequent presenter at CCCAOE spring and fall conferences. If this grant is funded, he will consider participating in the Leadership Academy.

**Describe your familiarity with the Practices with Promise eShowcase and your intent to contribute to that searchable database.**

The Practices with Promise eShowcase is a valuable tool for colleges to discover how colleagues throughout the state are addressing common workforce training needs. There are several outstanding approaches to embedding basic skills (literacy and numeracy) into workforce training curriculum; some of these strategies can work with soft skills as well. The project director will review these promising practices to discover any that might support successful outcomes proposed in this IDRC grant; he will share these with colleagues at Fresno City College and Porterville College. Furthermore, as data is collected on successful outcomes, promising practices will be added to the database to share with other interested colleges statewide.

**PARTNERSHIP AND SCALABILITY**

**How the project director will distribute grant materials or products to all partner individuals and organizations and through State and regional venues:** The project director will coordinate communication and development across participant Districts and colleges. The project director will also work closely with the Sector Navigators to share our findings and program both at State and regional levels.

**Describe the elements of your approach that allow for scaling project across multiple regions? Across multiple types of industry sectors?**

The framework of linking WIBs, industry, and educational institutions can be scaled across multiple regions. The 60 hours of basic soft skills training can be adopted across the region with the 10 hours of industry-specific soft skills training customized.

**Describe how you would further scale if given the funding after this RFA completes. Describe where you would invest the funds to enable further scaling.**
Should the IDRC-WRAP receive further funding we would convene multiple statewide meetings between other educational institutions and regional WIBs, to focus on providing train the trainer workshops about our integrated model of curriculum and services, along with lessons learned. Institutions will able to implement their own partnerships and programs geared for their specific regional needs. Funding would also be used to present the model at key conferences such as CCCAOE, CCCCIO, and possibly Statewide Academic Senate Institutes.

INTEGRATION AND SUSTAINABILITY

Discuss the interest of each college and their faculty to update their for-credit CTE curriculum with what is developed through this RFA.
This proposal enhances existing college CTE programs by adding an adaptable not-for-credit soft skills component to the curriculum. These soft skills courses will be taught by trainers experienced in the topics and familiar with industry needs. Existing college faculty will focus their expertise on instruction in the hard-skills CTE programs. The basic soft-skills courses can be transitioned to an enhanced non-credit program to support additional CTE programs in the region.

For the soft skill, indicate the any plans for sustainability beyond the timing of this grant.
The FCC IDRC program is designed to provide WIB clients/college students with a strong foundation in industry requested soft skills. As not-for-credit courses, the curriculum is flexible in order to respond to industry feedback. The soft-skills will allow for stackable credentials based on student interest and regional industry needs.

Indicate potential sustainability strategies once the support from the EWD program is no longer available. Indicate sources for Cash or In-Kind by industry, college, or other (private, non-profit, government, etc.).
The soft skills program will be developed as an “off-the-shelf” set of curricula that would require minimal future investment. The curriculum could be used as core material for other colleges to develop their own non-credit, enhanced non-credit, or credit-based programs. Students that will be participating in this program would be screened for Workforce Investment Act (WIA) eligibility and would become Workforce Investment Board (WIB) clients. As clients, students would also receive WIB services.

Discuss integration with any similar employer endeavors.
The IDRC project will be built on a closely integrated program of curriculum and wrap-around services (e.g., case management, internship development and placement) shared between the participant colleges and their local WIBs. The program can scale to include other large workforce entities such as the Economic Opportunities Commissions (EOC). For example, a non-credit variation of this program can be used in conjunction with foster and other youth/young adult programs.
# Application Budget Summary

<table>
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<th>Object of Expenditure</th>
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<th>Line</th>
<th>TOTAL PROGRAM FUNDS REQUESTED</th>
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<td>SUPPLIES AND MATERIALS</td>
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<td>$35,655</td>
<td>0</td>
</tr>
<tr>
<td>5000</td>
<td>OTHER OPERATING EXPENSES AND SERVICES</td>
<td>5</td>
<td>$137,954</td>
<td>$70,850</td>
</tr>
<tr>
<td>6000</td>
<td>CAPITAL OUTLAY</td>
<td>6</td>
<td>$8,500</td>
<td>$62,494</td>
</tr>
<tr>
<td>7000</td>
<td>OTHER OUTGO</td>
<td>7</td>
<td>$0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL DIRECT COSTS:</strong></td>
<td></td>
<td>8</td>
<td>$192,190</td>
<td>$199,877</td>
</tr>
<tr>
<td><strong>TOTAL INDIRECT COSTS (Not to exceed 4% of Direct Costs):</strong></td>
<td></td>
<td>9</td>
<td>$7,687</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL COSTS:** $199,877

I authorize this cost proposal as the maximum amount to be claimed for this project and assure that funds shall be spent in compliance with State and Federal Regulations. I also certify the match listed above are valid match funding that is not being used as a match for another program requiring match funding and in total are equal, or greater than, the funds requested from CCCCO.

**Project Director:**

Name: Dan Sousa
Authorized Signature: [Signature]
Title: Coordinator
Date: 1-30-15

**District Chief Business Officer (or authorized designee):**

Name: Edwin Eng
Authorized Signature: [Signature]
Title: Vice Chancellor, Finance and Administration
Date: 1-30-15
<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>FUNDS REQUESTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000</td>
<td>Fresno City College Training Institute Trainer Salary 2015-2016 90 hours x $55.86</td>
<td>$ 5,027</td>
</tr>
<tr>
<td></td>
<td>Fresno City College Training Institute Trainer Salary 2016-2017 80 hours x $55.86</td>
<td>$ 4,469</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>3000</td>
<td>Employee Benefits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fresno City College Training Institute Trainer Benefits 2015-2016 MCARE 1.450%: SUI 0.050%; WC 1.979%; PARS 3.200%</td>
<td>$ 336</td>
</tr>
<tr>
<td></td>
<td>Fresno City College Training Institute Trainer Benefits 2016-2017 MCARE 1.450%: SUI 0.050%; WC 1.979%; PARS 3.200%</td>
<td>$ 299</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4000</td>
<td>Supplies and Materials</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training Institute Embedded Soft Skills Training Instructional Supplies</td>
<td>$ 5,000</td>
</tr>
<tr>
<td></td>
<td>Medical Assisting Instructional Supplies</td>
<td>$ 4,580</td>
</tr>
<tr>
<td></td>
<td>Warehouse Technician Instructional Supplies</td>
<td>$ 200</td>
</tr>
<tr>
<td></td>
<td>Medical Assisting Items to Students: textbooks, uniforms, safety supplies, CPR card, health fee, parking permit</td>
<td>$ 18,850</td>
</tr>
<tr>
<td></td>
<td>Warehouse Technician Items to Students: textbooks, uniforms, safety supplies, health fee, parking permit</td>
<td>$ 7,025</td>
</tr>
</tbody>
</table>
### APPLICATION BUDGET DETAIL SHEET

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>FUNDS REQUESTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>5000</td>
<td>Other Operating Expenses and Services</td>
<td>$199,877</td>
</tr>
<tr>
<td></td>
<td>Contract Services: Kern Community College District Embedded Soft Skills curriculum development, training, assessment, textbooks, and testing.</td>
<td>$67,104</td>
</tr>
<tr>
<td></td>
<td>Contract Services: Fresno Regional Workforce Investment Corporation recruitment, assessment, selection, case management, supportive services, and placement services for Embedded Soft Skills programs.</td>
<td>$54,650</td>
</tr>
<tr>
<td></td>
<td>Medical Assisting Misc Supplies: physical exam, immunizations, other testing</td>
<td>$8,750</td>
</tr>
<tr>
<td></td>
<td>Travel and Conference: Attendance at regional meetings and statewide conferences related to Embedded Soft Skills training</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>Meetings: Expenses related to Medical Assisting and Warehouse Technician Advisory Committee meetings (2 meetings per year x 2 programs). Expenses may include meals and refreshments.</td>
<td>$2,400</td>
</tr>
<tr>
<td>6000</td>
<td>Capital Outlay</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Medical Assisting Instructional Equipment</td>
<td>$3,500</td>
</tr>
<tr>
<td></td>
<td>Warehouse Technician Instructional Equipment</td>
<td>$5,000</td>
</tr>
<tr>
<td>7000</td>
<td>Other Outgo</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL DIRECT COSTS:</td>
<td>$192,190</td>
</tr>
<tr>
<td></td>
<td>TOTAL INDIRECT COSTS (Not to exceed 4% of Direct Costs):</td>
<td>$7,687</td>
</tr>
<tr>
<td></td>
<td>TOTAL COSTS:</td>
<td>$199,877</td>
</tr>
</tbody>
</table>
### APPLICATION BUDGET DETAIL SHEET

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Match</th>
</tr>
</thead>
</table>
| 1000                  | **FCC Program Coordinator:** a total of 10% of salary and time for a total of 24 months: 3 mos at $136,675; 12 mos at $139,039; 9 mos at $141,234.  
**FCC Medical Assisting Faculty:** a total of 6 courses with 270 hrs lecture at $46.21 and 108 hrs lab at $39.25.  
**FCC Warehouse Technician Faculty:** a total of 1 course with 75 hrs lab at $54.59 and 147 hrs lab at $46.47. | $27,919 |
| 2000                  |                                                                                   | $16,716 |
| 3000                  | **FCC Program Coordinator:** a total of 10% benefits for 24 months; STRS 8.880%.  
**MCARE 1.450%. H&W $1,142 p/month; 3UI 0.050%. WC 1.979%.**  
**FCC Medical Assisting Faculty:** benefits associated with lecture and lab for 0 courses; STRS 8.880%. MCARE 1.450%. H&W $1,142 p/month; 3UI 0.050%. WC 1.979%.  
**FCC Warehouse Technician Faculty:** benefits associated with lecture and lab for 1 course; STRS 8.880%. MCARE 1.450%. H&W $1,142 p/month; 3UI 0.050%. WC 1.979%. | $6,842 |
| 4000                  |                                                                                   | $2,376 |
| 5000                  | **Employees' Training Resource:** in-kind staff time and supportive services cost for recruitment; orientation; enrollment; and case management for 100 eligible clients.  
**Ultimate Staffing Services:** in-kind staff time for advisory meetings and interviews of successful program completers.  
**National Raising Company:** in-kind staff time for advisory meetings and interviews of successful program completers.  
**Central Valley Health Network:** in-kind staff time for advisory meetings and interviews of successful program completers.  
**Kraft Foods Fresno:** in-kind staff time for advisory meetings and interviews of successful program completers.  
**Kern Community College District match from Employment Training Panel funds and unreimbursed indirect expenses.** | $11,400 |
| 6000                  | **5000 Continued:** Fresno Regional Workforce Investment Corporation in-kind staff time and supportive services cost for recruitment; orientation; enrollment; and case management for 50 eligible clients.  
**5000 Continued:** State Center Community College District Federally approved indirect rate 56.7% - 4% claimed leaves 32.7% x $152,190 Max 62,846 | $29,186 |
|                       | **5000 Continued:** State Center Community College District Federally approved indirect rate 56.7% - 4% claimed leaves 32.7% x $152,190 Max 62,846 | $33,308 |

**TOTAL DIRECT COSTS:** $199,877

**TOTAL INDIRECT COSTS (Not to Exceed 4% of Direct Costs):**

**TOTAL COSTS:** $199,877
The following information are linked throughout the forms package:

DISTRICT (Grantee): State Center CCD

COLLEGE: Fresno City College

PROJECT: Industry Driven Regional Collaborative (IDRC)

FISCAL YEAR: 2014/15

RFA Number: 14-326

FUNDING SOURCE: EWD (SB1402)

Requested Amount: $199,877

OBJECTIVES:

1. Create a partnership that will result in meeting industry demand through embedded soft skill training.

2. Offer embedded soft skills and technical training to students in the health care and logistics/manufacturing industry clusters.

3. At least 40 students will complete a CCCCO approved Certificate of Achievement.

4. At least 60 students will complete a non-CCCCO approved certificate.

5. At least 60 students will participate in a workplace learning experience.

6.

7.

8.

9.

10.
<table>
<thead>
<tr>
<th>Responsible Person(s)</th>
<th>Timelines</th>
<th>Performance Outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 2015</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Objectives/Leading Indicators/Momentum Points**

- **Momentum Point:**
  - Upgrading the skills of faculty, teachers, counselors, and/or supporting staff to student to meet labor market needs

**Statement of Work (Annual Workplan)**

- **RA Number:** 14-326
- **COLLEGE:** Fresno City College
- **DISTRICT:** State Center CCD
- **PROJECT:** Industry Driven Regional Collaborative (DRCC)

- **BOC: Cal Student Community Colleges**
- **Date:** 11-20-14
<table>
<thead>
<tr>
<th>Responsible Persons</th>
<th>Timelines</th>
<th>Performance Outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michelle Quezada</td>
<td>July 2016</td>
<td>9 students warehousing students complete core skills training</td>
<td>10 medical assisting students complete core skills training in the curriculum. Employee surveys demonstrate the appropriateness of core skills in employer and healthcare settings, resulting in other embedded core skills and technical training for students in the health care and logistics/fulfillment industry clusters.</td>
</tr>
<tr>
<td>Patricia Smith</td>
<td>April-June 2015</td>
<td></td>
<td>Develop and finalize core skills training programs that retrain in employer and healthcare settings, resulting in other embedded core skills and technical training for students in the health care and logistics/fulfillment industry clusters.</td>
</tr>
</tbody>
</table>

**Objectives/Leading Indicators:**
- Alignment of core skills within a program (or set of programs) to the needs of the labor market.

**Statement of Work (Annual Workplan):**

<table>
<thead>
<tr>
<th>Leading Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Align core skills to the needs of the labor market</td>
</tr>
</tbody>
</table>

**Other: Other embedded core skills and technical training for students in the health care and logistics/fulfillment industry clusters.**
<table>
<thead>
<tr>
<th>Responsible Person(s)</th>
<th>Timeframe</th>
<th>Performance Outcomes</th>
<th>Activities</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dan Sousa, Project Director</td>
<td>January 2016 through March 2016</td>
<td>Evaluate effectiveness of embedded soft skills in prerequisite students in access and gain jobs</td>
<td></td>
<td>2.6</td>
</tr>
<tr>
<td>Sam Aminov, Dean, Foreville College</td>
<td>July 2015 and July 2016</td>
<td>Embedded soft skills training</td>
<td>60 CA students complete soft skills training</td>
<td>2.5</td>
</tr>
<tr>
<td>Dave Teaser, Director, CTE, Kern CCD</td>
<td>December 2016 and December 2017</td>
<td>Embedded soft skills training</td>
<td>25 LM students complete soft skills training</td>
<td>2.4</td>
</tr>
</tbody>
</table>

**Statement of Work (Annual Workplan)**

- **Objective:** Offer embedded soft skills and technical training to students in the health care and logistics/management industry clusters.

**Outcome/Leading Indicators (L1)**

- Alignment of skills with a program (or set of courses) to a particular occupation and the needs of the labor market.

**Metric/Number:**

- Offer embedded soft skills and technical training to students in the health care and logistics/management industry clusters.
<table>
<thead>
<tr>
<th>Workforce Investment</th>
<th>Responsible Person(s)</th>
<th>Timelines</th>
<th>Performance Outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Porterville College</td>
<td>DeeAnn, CTE Programs, Free San City College, Interchange Center, Fresno and Kern Boards, Talent Investment</td>
<td>June 20-15, March 2017</td>
<td>60 students in certificate programs at FCC and Porterville will receive case management and wrap around services.</td>
<td>Students in approved CTE certificate programs. Provide case management services and wrap around support for all.</td>
</tr>
<tr>
<td>Open Doc programs</td>
<td>Open Doc programs</td>
<td>June 2016</td>
<td>25 students will complete the Logistics Management Certificate.</td>
<td>Program at Porterville College. Identify and enroll 40 students in Logistics Management.</td>
</tr>
<tr>
<td>Project Director</td>
<td>Project Director</td>
<td>December 2015-2016</td>
<td>15 students will complete the Medical Assistanting Program.</td>
<td>Identify and enroll 25 students in Medical Assistanting Program at RCC.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Metric</th>
<th>Leading Indicator</th>
<th>Reporting Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete a CCCD-approved certificate within a CTE pathway</td>
<td>MP 18</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective</th>
<th>Leading Indicator</th>
<th>Reporting Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 40 students will complete a CCCD approved certificate of achievement.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Statement of Work (Annual Workplan)
<table>
<thead>
<tr>
<th>Objective/Leading Indicator/Objective Points</th>
<th>Statement of Work (Annual Workplan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1: CTE Approved Certificate</td>
<td></td>
</tr>
<tr>
<td>Objective 2: Students will complete CTE</td>
<td></td>
</tr>
<tr>
<td>Objective 3: Meet Program Outcomes</td>
<td></td>
</tr>
</tbody>
</table>

**Responsibility (Persons)**
- Project Manager
- Program Coordinator
- Faculty

**Timelines**
- June 215-2017
- March 2017

**Performance Outcomes**
- All students will receive job placement and workforce readiness services.
- Provide job placement services for program completers.

**Activities**
- Complete a CTE Approved Certificate within a CTE pathway.

**Metric 18 (Leading Indicator)**
- At least 40 students will complete a CTE Approved Certificate of Achievement.
<table>
<thead>
<tr>
<th>Performance Outcomes</th>
<th>Activities</th>
<th>Responsible Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>60 students in certificate programs at FCC and Porterville</td>
<td>Provide case management services and wrap around support for all students in approved CTE certificate programs</td>
<td></td>
</tr>
<tr>
<td>60 students will complete the Logistics Management Certificate</td>
<td>Identify, select, and enroll 75 students in Certified Logistics Associate Program at Porterville College</td>
<td></td>
</tr>
<tr>
<td>15 students will complete the Warehouse Technician Program</td>
<td>Identify, select, and enroll 25 students in Warehouse Technician Program at FCC</td>
<td></td>
</tr>
</tbody>
</table>

**Statement of Work (Annual Workplan)**

- **RFA Number:** 14-326
- **College:** Fresno City College
- **District:** State Center CCD
- **Project:** Industry Driven Regional Collaborative (IDRC)

- **Objective:** Complete a non-CCCO-approved certificate within a CTE pathway
- **Metric Number:** M17
- **Leading Indicator:**
- **Momentum Point:** 4

- **Objective:** At least 60 students will complete a non-CCCO approved certificate
<table>
<thead>
<tr>
<th>Responsible Persons</th>
<th>Timelines</th>
<th>Performance Outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workforce Investment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fresno City College</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

Statement of Work (Annual Workplan)

Objective: At least 60 students will complete a non-CCCOO approved certificate

Objective: Completed a non-CCCOO approved certificate within a CTE pathway

1.5

4.6
<table>
<thead>
<tr>
<th>Responsible Person(s)</th>
<th>Performance Outcomes</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Objectives/Leading Indicators/Momentum Points**

Statement of Work (Annual Workplan)

**Momentum Point**: MP 27

**Leading Indicator**:  

At least 60 students will participate in a workplace learning experience

**Objective**: 5

**REA Number**: 14-226

**College**: Fresno City College

**District**: State Center CCD

**Project**: Industry-driven Regional Collaborative (IDRC)

**BOE California Community Colleges**

**Chancellor’s Office (CCCO)**
<table>
<thead>
<tr>
<th>Responsible Person(s)</th>
<th>Timelines</th>
<th>Performance Outcomes</th>
<th>Activities</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>January-March, 2017</td>
<td>Participated in a college internship or workplace learning program within a CTE pathway</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Objective/Leading Indicators/Momentum Points**

- RFA NUMBER: 14-326
- COLLEGE: Fresno City College
- DISTRICT: State Center CCD
- PROJECT: Industry Driven Regional Collaborative (IDRC)

Chancellors Office (cccco) BOE, California Community Colleges
Fresno City College
Organizational Structure
Instructional Services
Health Sciences Division

Interim Dean
Health Sciences
Lorraine Smith

Administrative Aide
Marta Diliberto

Administrative Secretary
Phyllis Wills

Accounting Technician I
Theresa Ervin

Office Assistant III
Laurie White

Director Nursing
Stephanie Reitz-Robinson

Nursing Department Secretary
Kathy Brazze

Nursing Skills Resource Assistant
Eileen White

Department Chair Nursing
Elizabeth Day

Counselor
Janine Gonzales

Counselor
Michelle Hoff

Diane Benefiel
Brett Hood

Elorna Bugay
Helen Hubbard

Elizabeth Day
Kimi Kato-Gee

Gretchen Ezaki
Alicia Lozano

Eileen Gonzalez
Gretchen Nelson

Bridget Heyne
Pam Vogel

Vacant

Department Chair
P.E. Activities & Pre-Professional
Carol Kadingo
Tracy Schulte
Rhonda Williams

Department Chair Allied Health
Diana Day

Dental Hygiene
Heidi Castano
Judith Cheney
Monte Denver
Jeanice Howard
Joanne Pacheco

Radiologic Technology
Joseph Shultz
Scott Oaks

Respiratory Care
Victoria Frain

Health Information Technology
Sarah Edwards

Medical Assisting Counselor/Coordinator
Francisco Corchado

Interim Director of Athletics
Susan Yates

Administrative Secretary
Tamra Miller

College Trainers
Sue Hammond
Scott Nelson

Physical Education Assistant
John Castro

Physical Education Attendant
Monica Hernandez

Athletic Equipment Managers
Jim Rothford
Donnie Johnson
January 30, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Fresno City College is pleased to participate in the grant application for Industry-Driven Regional Collaborative – Acute Need being submitted by Fresno City College. As indicated in the instructions in the RFA, we are providing this letter to specify that the Fresno City College be participating in this multi-college project to address labor market needs in the Central/Mother Load Region. This participation will include:

- Development of instructional packages focusing on the technical skill specific to emerging or changing occupations in targeted industry sectors and industry clusters.
- Faculty mentorships, faculty and staff development, in-service training, and worksite experience supporting the new curriculum and instructional modes responding to identified regional needs.
- The delivery of performance-improvement training, which shall be provided on a matching basis to employers to benefit workforce participants. This will promote continuous workforce improvement in identified strategic priority areas, identified industry clusters, or areas targeted in the regional business resource assistance and innovation network plans.
- Credit, not-for-credit, and noncredit programs and courses that contribute to workforce skill development for competitive and emerging industry sectors and industry clusters within a region or that focus on addressing a workforce skills gap or occupational shortage.

If you have questions, or need additional information, please contact me at (559) 489-2226.

Sincerely,

Jennifer Johnson on behalf of Tim Woods,
Vice President of Instruction
Fresno City College
January 27, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Kern Community College District is pleased to participate in the grant application for Industry Driven Regional Collaborative – Acute Need being submitted by Fresno City College. As indicated in the instructions in the RFA, we are providing this letter to specify that the Kern Community College District be participating in this multi-college project to address labor market needs in the Central/Mother Load Region. This participation will include:

- Development of instructional packages focusing on the technical skill specific to emerging or changing occupations in targeted industry sectors and industry clusters.
- Faculty mentorships, faculty and staff development, In-service training, and worksite experience supporting the new curriculum and instructional modes responding to identified regional needs.
- The deployment of new methodologies, modes, and technologies that enhance performance and outcomes and improve cost-effectiveness of service delivery or create new college programs.
- The delivery of performance-improvement training, which shall be provided on a matching basis to employers to benefit workforce participants. This will promote continuous workforce improvement in identified strategic priority areas, identified industry clusters, or areas targeted in the regional business resource assistance and innovation network plans.
- Credit, not-for-credit, and noncredit programs and courses that contribute to workforce skill development for competitive and emerging industry sectors and industry clusters within a region or that focus on addressing a workforce skills gap or occupational shortage.

If you have questions, or need additional information, please contact me at 661-335-5036

Sincerely,

John Means, Associate Chancellor
Economic and Workforce Development
Kern Community College District
January 30, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549
CA 95811-6549

Dear Vice Chancellor:

On behalf of the Central Valley/Mother Lode Region, I am pleased to state my support of the grant application for Industry-Driven Regional Collaborative – Acute Need being submitted by Fresno City College and its regional partners.

As indicated in the instructions in the RFA, we are providing this letter to specify that the Central Valley/Mother Lode Region recognizes the quality of the project and anticipates that it will strengthen the regions CTE educational efforts.

Thank you in advance for your consideration. If you have any questions, feel free to contact me via the information indicated below.

Sincerely,

[Signature]

Dr. Shelly Conner
Regional Chair, Central Valley/Mother Lode Region
January 30, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

The Fresno Regional Workforce Investment Board (FRWIB) is pleased to support the grant application for Industry-Driven Regional Collaborative – Acute Need being submitted by Fresno City College and its regional partners.

As indicated in the instructions in the Request for Applications, we are providing this letter to specify that the FRWIB will provide $29,186 in match assistance, which includes the following:

- Recruitment, screening and assessment
- Orientation and enrollment
- Case management
- Job placement
- Follow up services

If you have questions, or need additional information, please contact me at (559) 490-7102 or bkonczal@workforce-connection.com.

Sincerely,

Blake Konczal
Executive Director

bk: mw
January 28, 2015

John Means, Associate Chancellor
Economic and Workforce Development
Kern Community College District
2100 Chester Avenue
Bakersfield, CA 93301

Dear Mr. Means:

I would like to offer you this letter of support on behalf of Employers’ Training Resource (ETR) - proud partner of America’s Job Center of California - for Kern Community College District’s participation in the State Center Community College District’s Embedded Soft Skills project. As the local Workforce Investment area administrative entity for Kern, Inyo, and Mono Counties, we spent much of 2014 developing an industry cluster strategy. Logistics and Manufacturing is one of our four priority industry clusters. ETR feels that the Certified Logistics Associate is a training which is in high demand with local employers. ETR is a partner with Kern Community College District (KCCD) on a task force focused on assisting Ross Dress for Less staff a new Distribution Center in Kern County which is expected to employ 500 people in 2015 and 1,500 by 2017.

ETR would be interested in providing training for a minimum of 10 of our clients when KCCD gets its Certified Logistics Associate (CLA) training on the state Eligible Training Provider List (ETPL). This would be approximately $10,000 in in-kind match. Additionally, we anticipate providing 40 hours of outreach and marketing support to promote KCCD’s CLA training at a value of $35 per hour. This equates to a total in-kind match of $1,400.

In conclusion, ETR is an enthusiastic partner with KCCD on this project and wholeheartedly supports this application.

Sincerely,

[Signature]

Daniel C. Smith
Director
January 23, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Ultimate Staffing Services is pleased to support the grant application for the Industry-Driven Regional Collaborative submitted by Fresno City College and its regional partners. As a local employer, we continually seek opportunities to partner in workforce development activities, and are pleased to support this project.

Through our discussions related to the grant application, we can commit to the following activities:

- Review and validate program curriculum based on experience working with employers and what they are seeking in new hires
- Participate in program advisory meetings
- Interview successful program completers for temp-to-hire job placements

I am willing to commit approximately 10 hours of time over a two year period towards these activities. This time can be valued at approximately $750.

Additionally, as part of our support for the project, I am able to assist with key connections in the health care field.

Best of success with your application!

Sincerely,

[Signature]

Tim Conboy
Branch Manager

205 E. River Park Circle, Suite 140, Fresno, CA 93720
Tel (559) 256-1940
January 27, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

National Raisin Company is pleased to support the grant application for the Industry-Driven Regional Collaborative submitted by Fresno City College and its regional partners. As a local employer, we continually seek opportunities to partner in workforce development activities, and are pleased to support this project.

Through our discussions related to the grant application, we can commit to the following activities:

- Participate in program advisory meetings
- Interview successful program completers for open positions at National Raisin Company

I am willing to commit approximately 6 hours of time over a two year period towards these activities. This time can be valued at approximately $450.

Additionally, as part of our support for the project, I am readily available by phone for feedback and ideas related to program implementation.

Best of success with your application!

Sincerely,

[Signature]

Davina Merkow
HR Manager
January 27, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

The Central Valley Health Network (CVHN) is pleased to support the grant application for the Industry-Driven Regional Collaborative (IDRC) submitted by Fresno City College and its regional partners. We continually seek opportunities to partner in workforce development activities, and are pleased to support this project.

CVHN health centers are medical homes to a diverse population of medically underserved and low-income patients. The CVHN is comprised of 13 Community Health Center corporations designated as Federally Qualified Health Center (FQHCs). Located in, and serving, high-need communities throughout California's Central Valley, member health centers provide comprehensive primary health care services to low-income and medically underserved families. The members of CVHN serve more than 600,000 patients annually in more than 145 community health center sites across 20 counties. Collectively, CVHN members provide more than 2.4 million patient encounters annually. Our health centers play a vital role in providing access to primary care for low-income families throughout the Central Valley. In many communities, CVHN health centers offer local residents the only access to health care services. Seventy-seven percent of patients served by CVHN members are at or below 100% of the federal poverty level. Of these patients, 74% are Latino and 40% are farmworkers. CVHN's mission is to strengthen and support community health centers in their endeavor to provide the effective delivery of high-quality, accessible health care. Workforce Development is one of CVHN's key strategic priorities and includes working with local health center and education partners in our communities.

Through our discussions related to the grant application, we can commit to the following activities:
- Review and validate program curriculum for soft skills training and Medical Assistant training
- Participate in program advisory meetings
- Encourage CVHN member clinics to interview successful program completers

We are willing to commit approximately 8 hours of time over a two year period towards these activities. This time can be valued at approximately $600. Additionally, as part of our support for the project, we are committed to providing guest speakers during the course of the training.

It gives me great pleasure to recommend Fresno City College for funding. Thank you for this opportunity.

Sincerely,

Cathy Frey
Chief Executive Officer

455 Capitol Mall, Ste. 601
Sacramento, CA 95814
(916) 552-2846
cvhnclinics.org
January 26, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

KRAFT Foods Fresno is pleased to support the grant application for the Industry-Driven Regional Collaborative submitted by Fresno City College and its regional partners. As a local employer, we continually seek opportunities to partner in workforce development activities, and are pleased to support this project.

Through our discussions related to the grant application, we can commit to the following activities:
- Review and validate program curriculum for soft skills training and logistics/warehouse training
- Participate in program advisory meetings
- Interview successful program completers for open positions at KRAFT Fresno

I am willing to commit approximately 10 hours of time over a two year period towards these activities. This time can be valued at approximately $750.

Best of success with your application!

Sincerely,

[Signature]

Sue Bohigian
HR Manager
January 27, 2015

Van Ton-Quinlivan, Vice Chancellor  
Workforce & Economic Development Division  
California Community Colleges Chancellor's Office  
1102 Q Street, Suite 4554  
Sacramento, CA 95811-6549

Dear Vice Chancellor:

The Kern Community College District is pleased to support the grant application for Industry-Driven Regional Collaborative – Acute Need being submitted by Fresno City College and its regional partners.

As indicated in the instructions in the RFA, we are providing this letter to specify that the Kern Community College District will provide $56,900 in match assistance, which includes the following:

- Employment Training Panel Training funds valued at $46,200
- Unreimbursed Indirect expenses valued at $10,700

If you have questions, or need additional information, please contact me at 661-336-6036

Sincerely,

[Signature]

John Means  
Associate Chancellor  
Economic and Workforce Development  
Kern Community College District
<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Matching Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>5000</td>
<td>State Center Community College District Federally approved indirect rate of 36.7% - 4% claimed leaves 32.7% x $192,190 Max $62,846</td>
<td>$33,308</td>
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</tbody>
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Total Matching Funds: $33,308

1 These represent frequently used account codes. Refer to Crossover Chart for further options.

Authorized Signature of Donor
Name: Edwin Eng
Company/Organization: State Center Community College District
Address: 1525 East Weidow Ave., Fresno, CA 93741