

IT'S A WHOLE NEW

Ball Tame



FRESNO COUNTY EDC ANNUAL REPORT

★ *Throwing the California Dream* ★



EDC Membership Matters TO MY BUSINESS

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Nick Audino

Chairman

It has been an incredible honor to serve as board chairman of the Fresno County Economic Development Corporation (EDC). I take pride in being part of EDC's thriving efforts to put Fresno County at the forefront with business and growth on a local, national, and international level. The work done by the talented and dedicated EDC staff under the dynamic leadership of Lee Ann Eager allows Fresno County to be prominently promoted for the benefit of all its residents.

I have said for many years that smart communities have a very strong economic development infrastructure, like Fresno County EDC. The environment for attracting new business to the central San Joaquin Valley is extremely competitive. Companies looking to locate businesses in California or the greater west coast have a multitude of viable options, and not just in the major metro areas of northern and southern California, but in a number of employment hungry communities all over the region. To stay ahead of the pack, the Fresno EDC, in cooperation with city and rural economic development apparatus, have developed industry-leading marketing collateral and have experts in incentive programs that offer real-time statistical data and have in-depth knowledge of available sites.

Another cornerstone of the EDC efforts is workforce. Our region is often falsely deemed to have an inadequate workforce. While this perception is untrue, or at least grossly overstated by our competitors, part of the EDC attraction and retention campaigns are centered around workforce development, employer incentives, training, and placement of employees. The EDC works in partnership with the Department of Social Services (NEO program), including vocational training (currently in commercial truck driving and construction trades) to make our workforce ready.

The EDC serves the entire County of Fresno, which includes many small underserved, but very important, rural communities. EDC values the strength gained when coordinating with partner agencies that serve minority and disadvantaged communities. To make sure these communities are being reached, the EDC under an Inclusive Economic Development Initiative, has created a chamber liaison position for one of its economic development specialists.

The Fresno County EDC is fortunate to have a history of success accomplished by hard work, passion for the trade, and a heart for community. It is important to note our contract with the High-Speed Rail project continues to wrap-up. The collective effort by the EDC, City of Fresno, County of Fresno, and HSR to retain displaced or affected businesses by construction of HSR was successful and boasted a 90% retention rate. Additionally, construction along the alignment has added 3,000 new construction jobs. As HSR regains its footing under new leadership, construction of the project is continuing, and Fresno EDC stands ready to continue to help local businesses.

As we look forward into 2020 and beyond, I am encouraged at the outlook for Fresno County. The Central Valley is the fastest growing region in California and poised to continue. Bumps in the road are inevitable, and local and national politics in 2020 may tether the market temporarily; however, market fundamentals remain strong especially here in Fresno County. My personal belief is that Fresno County is on the cusp of dynamic growth, and I am proud to be part of the EDC leading the charge.



Nick Audino

Lee Ann Eager



President/CEO



This past year has been a whirlwind of activity at the Fresno County Economic Development Corporation and I have to say—I am in awe of the EDC staff. In a twelve-month period, we have participated in and sponsored over 50 special projects including the ACE10 international trade visit, the Irvine Foundation Business Roundtable, the Opportunity Zones CalOZ event, and numerous DRIVE initiatives addressing inclusive economic development in our region. The staff has also prepared studies and reports for International Trade missions, Reedley Chamber of Commerce business survey, Impact Analysis for Access Plus Capital, a 270 page Opportunity Analysis for the Fresno County Board of Supervisors, Regional Demand Analysis for truck driving and welding jobs, Health Care Industry Analysis, and an E-commerce Analysis for reverse attraction purposes—just to name a few. All of this was achieved while continuing our day to day work by serving over 800 clients in the expansion/retention department, responding to over 80 client leads and request for proposals in the attraction department, and placing over 350 people in jobs through our NEO placement and training programs. These are just a few of the amazing accomplishments of this talented group of individuals.

The theme for this year is “Team Work” and our staff at the EDC is the epitome of that term. They have banded together for one cause—to make Fresno County a better place for all. Whether it was through their day to day duties or their thoughtfulness regarding where we need to focus our efforts in the future, they have all gone above and beyond expectations. They are constantly challenging themselves to do what is right for the common cause.

Our partners in this community have also stepped up to assist in our efforts. Partnering with organizations such as the EOC, the Housing Authority, the chambers of commerce, the Workforce Development Board, Fresno State, State Center Community College District, our local cities and county, and many, many more have strengthened our resolve. It takes an entire community to move the needle, and we are more powerful together.

We, in Fresno County, have endured many obstacles throughout decades of high rates of unemployment and high rates of poverty, but that does not define us. We are a community of heavy hitters that are not afraid to step up to the plate over and over again. We never give up and never give in. We understand that four base hits equal a run, but we also continue to swing for the fence. Together as a team, we are strong, we are focused, and together, we are unstoppable. That is what defines us now and into the future.





2019
ANNUAL
EVENT
KEYNOTE
SPEAKER

Steve Jarvey

FRESNO
COUNTY
EDC

OCTOBER
30
2019

#6

Steve Jarvey



The playing field has changed from the baseball diamond to the corporate boardroom, but the intensity and integrity with which future Hall of Famer Steve Jarvey plays his position as President of Jarvey Management Group remains the same. The transition from professional athlete to corporate executive was made smoother because of an insightful Jarvey character trait—the

ability to look to, and plan for, the future. Jarvey recognized early in his baseball career the unique opportunities that would require as keen a business sense just as professional sports require athletic ability. Since serving as spokesman for Vitalis as a major league rookie in 1970, Jarvey has taken advantage of, and learned from, dozens of business opportunities. Jarvey has been featured in endorsement and promotional campaigns for companies which include Adidas, Anheuser-Busch, Bankers Systems, Chevrolet, Jockey, McDonald's, Nestle, Pepsi-Cola, TransAmerica, Cardservice International, Golf One, Natural Balance Pet Foods, California Pizza Kitchen, as well as the Los Angeles Dodgers.

Jarvey has always enjoyed a talent for marketing, advertising, communication, and corporate relations. This coupled with his experience representing numerous products through the years, his interest in increasing his business savvy as he had his athletic ability, and his desire to provide corporations and businesses knowledgeable consulting, inspired his founding of Jarvey Marketing Group. One of Steve's unique skills is motivational speaking. For over twenty-five years, he has spoken to groups, corporations, conventions, and universities around the world. His topics

include Being the Best You Can Be, Teamwork, Crisis Management, Leadership, Integrity in Life and Business, and The Rewards of Living a Christian Life.

Jarvey's efforts have not been exclusively focused on Jarvey Management Group. Giving back is a Jarvey trademark. He succeeded Frank Sinatra as the National Campaign Chairman of the Multiple Sclerosis Society. In addition, he assists in a variety of other causes: Special Olympics, Juvenile Diabetes, the Blind Children Center, the Sisters of Carondelet, United Way, Ronald McDonald House, St. Vincent DePaul Center, Pediatrics AIDS, the Starlight Foundation, and ALS (Lou Gehrig's Disease). Jarvey also finds the time to hold positions on numerous civic committees and corporate boards. These efforts have earned Jarvey the admiration and praise of those around him. He has been recognized for his unparalleled discipline, commitment, and dedication. These distinctions began early in his career and have continued until the present and include Major League Baseball's highest honor for humanitarian service, the Roberto Clemente Award.

Steve is a living legend in Dodger history and holds team, individual, and MLB records. While with the Padres, he is the only player in the history of the game to have an errorless season at first base. On April 16, 1988, the familiar #6 was retired by the San Diego Padres. With Jarvey's extensive experience in professional sports, business, television, and entertainment, there is little, aside from politics, he has not done.

To gain national prominence through sports is an achievement few attain. To then excel in the boardrooms of corporate America through intelligent practices is even more difficult. Jarvey has reached and surpassed these pinnacles of success. His ability to educate and entertain is documented in print and on film. Steve Jarvey is widely respected for his contributions of time and talent to worthy causes and efforts of importance.

Recognized for his
**“generosity,
patience, and
willingness to
give opportunities...”**



Giraffe Award

John R. Lawson

While assisting Lawson Rock and Oil with their high-speed rail acquisition issues, Lee Ann Eager met with founder and president, John Lawson, and began talking about the problems surrounding shortages of truck drivers in the Central Valley. John explained that there were numerous challenges in recruiting and retaining well-trained Class A drivers. Lee Ann and John decided that they could help those in need of a job along with assisting local trucking companies by developing a top of the line truck driver training program.

Lee Ann went to the County of Fresno Department of Social Services (DSS) to ‘pitch’ the idea of a DSS sponsored truck driver training for individuals in their Welfare to Work program. When DSS agreed, John went in to action.

John donated his time, land, and trucks to create the program. This not only solved important logistical aspects of developing such a training, but allowed students to train on a wide variety of trucks throughout the 10-week course. Generally, established truck driving programs train on just one type of truck, and the probability that a student finds a job utilizing a similar truck is relatively low. By training on a wide variety of truck models currently used in the industry, DSS New Employment Opportunities program (NEO) participants become much more versatile, confident, and employable. This significantly improves their prospects of securing employment, as it makes them eligible for a greater number of available positions. Furthermore, this training has become a nationally known program and a preferred training provider. Employers throughout the region regularly visit the training site, which has allowed many of the NEO training participants to secure jobs weeks before completing the training and obtaining their license.

The partnership forged with John R. Lawson Rock & Oil, Inc. in Fresno, California, is a great example of public-private partnership. John says, “The world can’t operate on a cell phone; we’ll always need people who can build and fix things.”

Breanna Luna was in the second class of the DSS/EDC/Lawson Truck Driving School. She is now a driver and a trainer in the classes. She stated: “If it weren’t for John Lawson’s generosity, patience, and willingness to give opportunities, I wouldn’t be the driver I am today; and there are so many more people that would say the same. With all of his incredible achievements, he keeps a humbled mentality which makes it great working with him. I’ve become the very best role model for my daughter, and I couldn’t ask for anything more.”

GIRAFFE AWARD

2018 - Diana Gomez

2017 - Delfino E. Neira

2016 - Joseph I. Castro, Ph.D., M.P.P

2015 - John Navarrette

2014 - Florence T. Dunn

2013 - Darius Assemi

2012 - Preston Prince

2011 - Steve Geil

John is the founder and president of Lawson Rock & Oil, Inc. Founded in 1979, they are one of the largest trucking companies in Fresno County hauling liquid gases, dry bulk, as well as asphalt and road oils. John’s success has enabled him to launch the Benito Lawson Invitational Golf Tournament in Palm Desert. For over twenty-five years the tournament has raised over \$4 million to support recreational activities for children with autism. John is a past commissioner on the California Transportation Commission and was also appointed to the Fresno County Planning Commission in 2013. He currently serves as the vice chairman of that commission.

Every year, the Fresno County Economic Development Corporation presents their Giraffe Award to an individual who has “stuck their neck out” for Fresno County. This year, the EDC is proud to bestow that honor on John R. Lawson.



Expansion, Attraction, Retention



Incentives are at the core of Economic Development Corporation (EDC) services. From Depression-era Foreign Trade Zones to the newly created Opportunity Zones, business incentives exist across a wide range of industries and often result in very tangible savings. However, EDC understands that today, it's a whole new ballgame. States and municipalities are customizing incentive programs for specific purposes or industries, utility providers are partnering with municipalities to offer creative energy incentives, and local and statewide support for international trade continues to increase. It remains EDC's priority to identify and capitalize on these incentive opportunities for all Fresno County businesses.

California Competes Tax Credit

Is your company expanding? This incentive rewards your company with a state tax credit for creating quality, well-paying, sustainable jobs. The credit is based on the total investment and number of jobs created over five years. (Fresno County applicants automatically advance to the final round of competition. For more information about this incentive, see page 10.)

Foreign Trade Zones

Foreign Trade Zones are secured areas legally outside of U.S. customs territory, usually located in or near customs' points of entry. Fresno County is part of Foreign Trade Zone No. 226 which allows for entry of foreign or domestic merchandise without formal customs entry or government excise taxes.

Fresno Energy Watch

This program is specially designed to support Fresno County small to medium size businesses, municipalities, and non-profit organizations as they endeavor to reach their goals of energy efficiency and savings through a variety of resources and services.

In 2018

Fresno MSA's exports to the World are primarily concentrated within two main industries; (i) crop production, and (ii) food manufacturing.

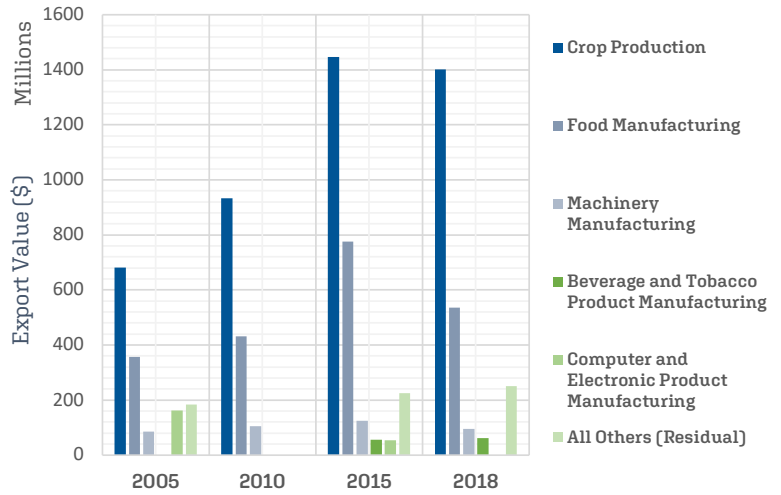
Fresno MSA was ranked **25th** out of all **384 MSA's** in both **Beverage Manufacturing** and **Food Manufacturing** based on its total exports to the World.

Fresno MSA was ranked **11th** out of all **384 MSA's** in **crop production** based on its total exports to the World.

Fresno MSA exported a total of **\$1.4 billion** in crop production, **\$537 million** in food manufacturing, and **\$61 million** in beverage manufacturing.

Area Development

Fresno County Exports by Industry

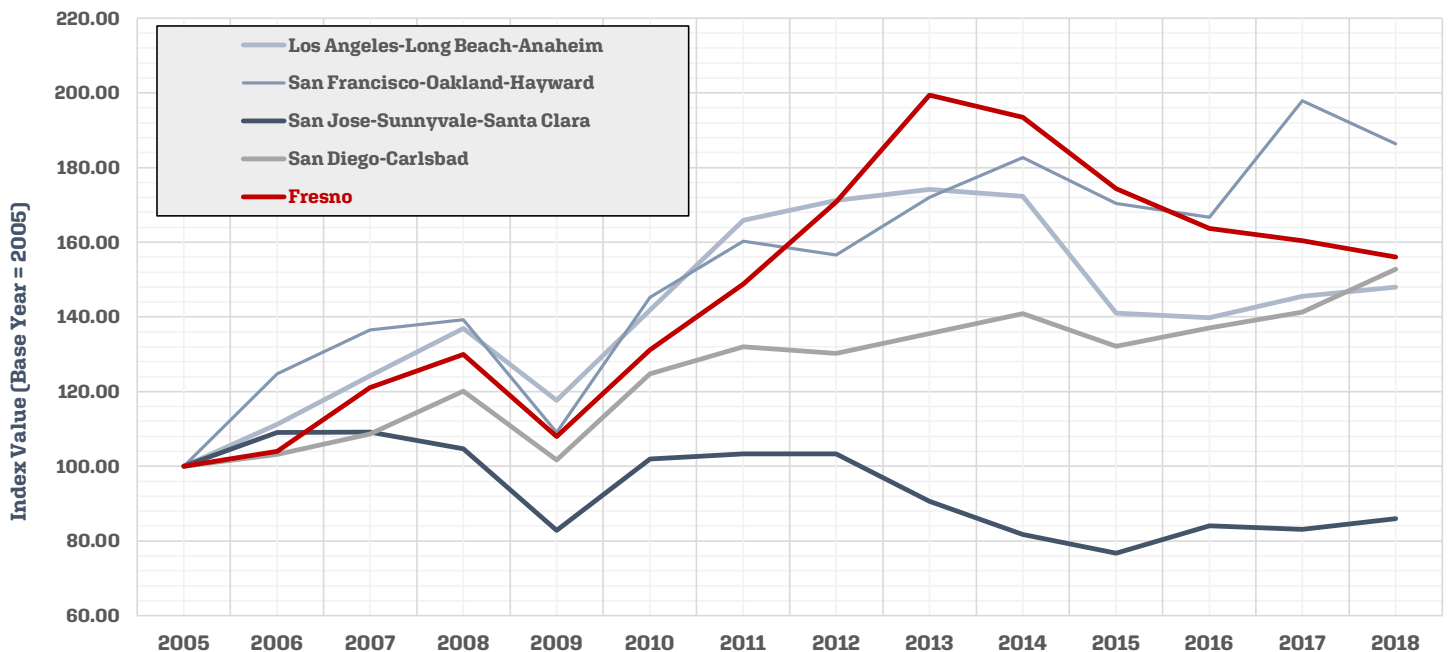


In 2018 Fresno MSA's total exports to the World were equivalent to **\$2.4 billion**, or nearly **6.3%** of the region's total output measured as Gross Regional Product (GRP).

Since 2005,

Fresno MSA experienced positive growth by a total of **56% (+\$861.8 million)**, outpacing (i) Los Angeles-Long Beach-Anaheim MSA, (ii) San Diego-Carlsbad MSA, and (iii) San Jose-Sunnyvale-Santa Clara MSA.

Comparative Growth Index - Select MSA's by Total Export Value



All data referenced on this page was sourced from the U.S. Department of Commerce - International Trade Administration



It's a Whole New
BALL GAME

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Incentive SPOTLIGHT

California Competes Tax Credit

For many businesses, operating in California, the world's 5th largest economy, is a significant accomplishment. California Competes Tax Credit (CCTC) is designed to help businesses looking to grow and add new full-time jobs in California and is available to companies of all sizes and industries. The Governor's Office of Business and Economic Development announced that a total of \$236.8 million will be awarded during three application periods throughout the current fiscal year, July 1, 2019 through June 30, 2020.

The application periods are:



Session	Start Date	End Date	Available Credits
1	July 29, 2019	August 19, 2019	\$90 million
2	January 6, 2020	January 27, 2020	\$75 million
3	March 9, 2020	March 30, 2020	\$71.8 million

Who can apply?

Any business from any industry looking to grow in California

Q&A

Did you know?

- Unique criteria allow Fresno County businesses to automatically move to the 2nd phase of the application process
- During the last fiscal year, two Fresno County businesses were successfully awarded over \$1.7 million in state tax credits which supported 22 new jobs
- Fresno County EDC offers free technical support for businesses applying for CCTC



**APPLICATIONS ARE
REVIEWED BY THE
CCTC COMMITTEE:**

- November 2019
- April 2020
- June 2020



Contact our team to
learn more about the

**CALIFORNIA COMPETES
TAX CREDIT PROGRAM:**

fresnoedc.com/incentives

559-476-2500



inclusivity diversity strength

Inclusive economic development goes well beyond just bringing jobs to those who may need them the most. While job seekers on CalWORKs benefit from our inclusive economic development strategies and the New Employment Opportunities program, we continue to look for ways to incorporate equity, inclusivity, and diversity into other aspects of our Business Retention and Expansion programs. The EDC values the strength gained when coordinating with partner agencies that serve minority and disadvantaged communities. In the last few years, this coordination has come in many forms.

Assigning the role of Chamber Liaison to one of our Economic Development Specialists has helped to deepen our relationships with chambers of commerce across the county. The rural outreach performed throughout Fresno County has greatly enhanced these connections with the chambers as they are trusted by local business communities which can be “hard to reach.” With eight rural chambers and five metro chambers, sharing information directly with them leads to information being more easily disseminated to a broader audience and their ability to offer additional technical assistance along with their frequent networking events can be vital to small businesses.

Demographic based organizations are uniquely positioned to bring cost saving opportunities to their business customers and potential entrepreneurs. Going into the 2019–2020 fiscal year, the EDC will be focusing on efforts to understand the resources offered by our partner agencies and the challenges their client businesses face.

The EDC has taken many steps toward inclusivity. One example of supporting a step in a new direction of inclusivity is

LGBTQ focused organization Common Space at their Queerout Gala. Another is our continued work with the Chinatown community which is moving forward as we support the Chinatown Fresno Foundation with EDC staff on their board and attending community meetings. We are looking to further align the greater business serving community with organizations such as these to enhance services and support for our small, minority, and women-owned businesses.

While at times resources appear to be abundant, without guidance, care, and solid connections to knowledgeable partners, they are underutilized by those who may benefit from them most. As we have learned recently through participation in the DRIVE Initiative workgroups, trust is a major factor in the ability of small, minority, and women-owned businesses to access the information needed to grow their businesses. There is no denying a long history of systematic discriminatory business practices that have caused fewer opportunities for many communities. However, EDC along with all our partners acknowledge these challenges and have made a commitment to fixing these issues. It is essential in spearheading various new initiatives and projects that we keep our partners in mind as we navigate the landscape of ever-changing incentives and support programs. We are stronger together and EDC services alone cannot tackle all of the issues at hand. This is true economic development—a holistic approach that lifts an entire community.

Finally, we would like to say thank you to all of our partner agencies for helping the EDC Grow the California Dream. Your teamwork, collaboration, and expertise are the backbone of the outreach and education provided to businesses in Fresno County and beyond.



High-Speed Rail



As the property acquisition phase of the High-Speed Rail project continues to wrap up in Fresno County, construction efforts are increasing. The High-Speed Rail Authority recently announced there are now 3,000 construction workers employed along the whole of the alignment, and the list of completed projects and projects underway continues to grow.

Although the majority of EDC's clients who were impacted by the project have successfully relocated or reconfigured, we continue to assist a handful of directly impacted clients, all of whom are in some phase of development of their new site. EDC Business Support Services continues to engage with relocated businesses to identify and navigate any new challenges they may be facing at their new locations.

The business retention effort by the EDC, City of Fresno, County of Fresno, and the High-Speed Rail Authority has been largely successful, boasting a 90% retention rate. The EDC thanks all of its partner agencies, civic and community leaders, educational institutions, and clients for their contributions to the success of the program and commitment to the well-being of our business community.

High-Speed Rail Authority



3,000

Construction Workers Employed

Opportunity Zones



Opportunity Zones were created by passage of the Tax Cuts & Jobs Act of 2017. They are intended to incentivize investment into under-served communities through the designation of approved census tracts across the United States.

What are Opportunity Zones?

Opportunity Zones are federally designated census tracts nominated by governors and certified by the U.S. Department of the Treasury where an investor can invest capital to fund new projects and company equity investments, through Opportunity Funds, in exchange for federal capital gains tax advantages.

What are Qualified Opportunity Funds?

Qualified Opportunity Funds are investment vehicles set up as either partnerships or corporations which serve as the mechanism for private investment into Opportunity Zones.

What are the benefits?

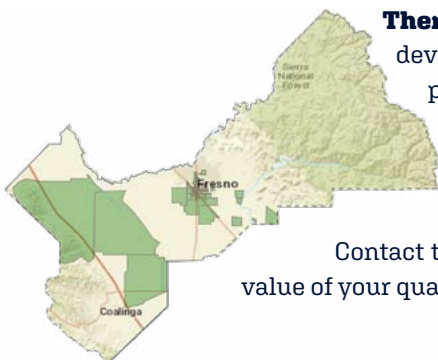
A temporary tax deferral for capital gains reinvested in a qualified Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the Opportunity Zone investment is sold or December 31, 2026.

A step-up in basis for capital gains reinvested in a qualified Opportunity Fund. The basis of the original investment is increased by 10% if the investment in the qualified Opportunity Zone Fund is held by the taxpayer for at least 5 years, and by an additional 5% if held for at least 7 years, excluding up to 15% of the original gain from taxation.

A permanent exclusion from taxable income of capital gains from the sale of an investment in a qualified Opportunity Zone Fund, if the investment is held for at least 10 years. *[Note: This exclusion applies to the gains accrued from an investment in a qualified Opportunity Fund, not the original gains].*

Source: Economic Innovation Group

Where are Fresno County's Opportunity Zones?



There are 47 qualified Opportunity Zones across Fresno County that allow for a variety of development and investments including commercial, residential, agricultural, and industrial projects. Fresno County's Opportunity Zones allow investors to generate a large return on investment. With flexible local governments, a growing construction industry, and unique programs like the City of Fresno's Money-Back Guarantee program, investors can reap the full benefits of the Opportunity Zone incentives.

Contact the Fresno County EDC to learn how you can invest in Opportunity Zones or maximize the value of your qualified Opportunity Zone real estate.



Impact Study

This year's impact study assesses the annual economic and fiscal effect of the programs sponsored by the Fresno County Economic Development Corporation (EDC) in Fresno County. Specifically, the analysis addresses the impact of business attraction, expansion, and retention activities—focusing on the economy as a whole as well as High-Speed Rail (HSR) and Business Retention Program. All the data utilized correspond to the fiscal year 2018-2019.



1,751
Total JOBS



\$95,590,167
Labor Income



\$322,861,107
Output



\$148,487,162
Value Added

EDC Operations SUPPORTED

- **8 NEWLY ATTRACTED COMPANIES** to Fresno County which produced a total output impact of **\$106 MILLION** and supported **729 JOBS** earning a total labor income of **\$41.7 MILLION**.
- **13 RETAINED BUSINESSES** associated with the HSR which produced a total output impact of **\$14.4 MILLION** and supported **84 JOBS** earning a total labor income of **\$5 MILLION**.
- Local business expansion activities which produced a total output impact of **\$177 MILLION** and supported **539 JOBS** earning a total labor income of **\$41.3 MILLION**.
- **86 COMPANIES** utilizing the **NEW EMPLOYMENT OPPORTUNITIES PROGRAM** which produced a total output impact of **\$26 MILLION** and supported **397 JOBS** earning a total labor income of **\$7.5 MILLION**.

Employment Impacts

Program	Direct	Indirect	Induced	Total
Attractions	435.24	137.24	156.70	729.18
HSR	25.00	40.71	18.86	84.57
Local Business Expansions	149.49	233.83	155.99	539.31
NEO	338.15	31.22	28.08	397.45
TOTAL	947.88	443.00	359.63	1750.51

Labor Income Impacts

Program	Direct	Indirect	Induced	Total
Attractions	\$27,040,016.87	\$7,471,171.26	\$7,164,188.01	\$41,675,376.14
HSR	\$1,786,312.63	\$2,387,330.56	\$862,816.17	\$5,036,459.36
Local Business Expansions	\$20,223,143.57	\$14,013,441.46	\$7,124,569.16	\$41,361,154.19
NEO	\$4,565,134.80	\$1,667,384.64	\$1,284,657.61	\$7,517,177.05
TOTAL	\$53,614,607.87	\$25,539,327.92	\$16,436,230.95	\$95,590,166.74

Value Added Impacts

Program	Direct	Indirect	Induced	Total
Attractions	\$36,001,580.81	\$11,574,162.70	\$13,088,038.12	\$60,663,781.63
HSR	\$2,968,041.91	\$3,850,488.25	\$1,575,338.35	\$8,393,868.51
Local Business Expansions	\$30,787,974.18	\$22,633,433.87	\$13,027,966.71	\$66,449,374.76
NEO	\$7,990,555.20	\$2,644,046.81	\$2,345,534.91	\$12,980,136.92
TOTAL	\$77,748,152.10	\$40,702,131.63	\$30,036,878.09	\$148,487,161.82

Output Impacts

Program	Direct	Indirect	Induced	Total
Attractions	\$64,104,418.83	\$20,026,808.05	\$21,835,469.93	\$105,966,696.81
HSR	\$5,023,308.09	\$6,738,075.85	\$2,628,795.67	\$14,390,179.61
Local Business Expansions	\$114,630,646.87	\$40,167,585.13	\$21,727,506.69	\$176,525,738.69
NEO	\$17,357,585.07	\$4,706,866.78	\$3,914,040.23	\$25,978,492.08
TOTAL	\$201,115,958.86	\$71,639,335.81	\$50,105,812.52	\$322,861,107.19



NEW EMPLOYMENT OPPORTUNITIES (NEO-ESE) EXPANDED SUBSIDIZED EMPLOYMENT PROGRAM

Real Life Business Solutions

The NEO-ESE program was created to respond to the needs of enrolled job seekers while providing an incentive to employers that create and retain full-time jobs in Fresno County.

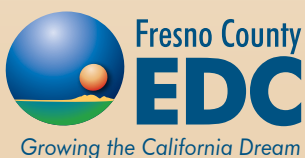
For every NEO-ESE hire, the employer shall be reimbursed only for actual wages paid in accordance to the table shown below:

Initial Placement	Wage Reimbursement
Weeks 1 - 13	100%
Weeks 14 - 26	75%



**Two possible 13 week extensions upon approval*

For employer requirements or to begin to take advantage of this Fresno County Hiring Incentive, all employers need to register:



www.ready2hire.org or call the Fresno County Economic Development Corporation at 559.464.5550, email bear@fresnoedc.com

Funded by the County of Fresno

New Employment Opportunities

"It has been very rewarding to work with NEO. As an employer, the program gave us the opportunity to interview many applicants. The reimbursement process is reasonable and very helpful to businesses. I am grateful."

- Gregory Idoni,
Ideal Care Centers

The Fresno County EDC, in partnership with the County of Fresno Department of Social Services (DSS), has developed the New Employment Opportunities Expanded Subsidized Employment (NEO) program to help meet the greatest workforce needs of local businesses while providing the opportunity for sustainable employment to Fresno County's disadvantaged residents, ultimately helping them in their journey to self-sufficiency.

The NEO program provides incentive to prospective and existing companies to create and retain full-time jobs by providing them with a wage reimbursement of up to 100 percent when hiring eligible Welfare-to-Work (WTW) participants. The program has focused on people most in need by incentivizing businesses to consider them first, thereby bolstering the workforce and the economy and fostering an environment beneficial to continued growth and prosperity.

In 2018, the NEO program was recognized on a global scale by the International Economic Development Council who awarded the program the Gold Award for Business Retention and Expansion Programs of Three or More Years.

NEO seeks to connect employers who need skilled workers with the NEO job-seeker pool by creating short-term vocational training. The EDC facilitates job training programs that are not readily available or affordable in the community to match the specific needs of the private sector.

One such NEO training program developed is the Class A truck driver training which was established as a response to Fresno County's severe shortage of available truck drivers with Class A California drivers' licenses. This course, in partnership with State Center Community College District, prepares graduates for a career within the trucking industry, with many students being offered employment before even obtaining their Class A drivers' licenses.

Pre-apprenticeship training for jobs available in the construction trades are also offered through Fresno Economic Opportunities Commission's Valley Apprenticeship Connections. This training focuses on cognitive restructuring, social skills

development, and problem-solving skills. Throughout the course, students are introduced to a multitude of trades and labor unions so that they have a variety of possible career options.

The unique partnership between the Fresno County EDC and DSS has seen positive results. In addition to helping Fresno County businesses with their most significant workforce needs, NEO has greatly impacted individual job seekers, many of whom have been able to transition from public assistance to self-sufficiency.

Within this last year, over 300 NEO job seekers have obtained employment through the program and its trainings. The Class A truck driving training program has had a placement rate of approximately 90 percent and a retention rate of 86 percent over the last year. Graduates of the Valley Apprenticeship Connections pre-apprenticeship training program maintain a placement rate of approximately 85 percent and a retention rate of 78 percent.

“Goodwill Industries of San Joaquin Valley, Inc. is a proud partner with Fresno County EDC and active participant in the NEO program. Our NEO employees have demonstrated their commitment to acquiring additional skills to allow them to be promoted and increase their earning power. Goodwill Industries of San Joaquin Valley truly believes in the “Power of Work” for our employees, our business and the communities we serve.”

- Ellen McDuffie,
Goodwill of San Joaquin Valley, Inc.

“I have been hiring from the NEO program since 2015 with great success. This program gives people a chance to learn new skills or find a career. It is fairly easy to qualify to be a NEO approved business, and the reward is worth the effort.”

– Steve Bolduc, A
ll Valley Automotive, Inc.

“Our experience with the EDC has been outstanding. We like that the EDC has a specific person assigned to our business. This person came out periodically to provide us with updated materials as well as what’s going on in the industry. As they say, knowledge is power, and with the EDC keeping us up to date with current trends, we are positioned to take advantage of great opportunities. We are greatly blessed to be partnered with the EDC.”

– Lawrence Holland, Attentive Senior Care, LLC.

“Due to the NEO program, our company has had the ability to grow and take on new contracts which would have otherwise been out of reach because of the required training and start-up costs. The NEO program is expected to help our company grow by 30%-40% over the previous year.”

– Aaron Husak,
Balanced Comfort

“The NEO program has been vital to the survival of my business; I have increased my speed of service and profitability from having NEO employees.”

– David Bertao, Papa Murphy’s Pizza

The NEO program has provided the opportunity for Fresno County WTW participants to secure subsidized and unsubsidized employment. In November of 2018, the EDC conducted an analysis on the impacts of the NEO program since its inception in 2014. EDC’s research analyst found that the program led to an increase

of aggregate subsidized employment for WTW participants in Fresno County of 78.5 percent, greatly outperforming neighboring counties. Similarly, the analysis found that the program led to an increase of unsubsidized employment of 16.5 percent in Fresno County when compared to the other seven San Joaquin Valley counties. Additionally, in trying to evaluate the NEO program’s effect on individuals leaving the welfare-to-work system, the analysis found the program is directly responsible for a decrease of approximately 578 monthly enrollees.

The innovative NEO program serves as an example of what meaningful collaborations can accomplish. The need for workforce development in economic development cannot be understated. The success of the NEO program is a testament to the benefits of strategic partnerships with other agencies within the community when working towards a common goal. This pioneering partnership between the Fresno County EDC and DSS has led to opportunities for businesses to grow and relocate to Fresno County, as well as given residents receiving public assistance the opportunity to become self-sufficient and support their families.

“Central Valley Machining, Inc. (CVM) has enjoyed working with EDC and the NEO program. EDC has been an active partner with CVM; the management and staff are professional, helpful, and resourceful. CVM is appreciative for the collaboration and partnership.”

– Thang Nguyen,
Central Valley Machining, Inc.



Rural Business Retention



Initiative Foods, LLC is a private label manufacturer and distributor of infant and toddler foods located in the San Joaquin Valley of Central California near Fresno. The Company has been in business for over 15 years, specializing in organic, natural, and conventional foods. Initiative Foods is also the only producer of private label baby food in the Western Hemisphere.

Initiative Foods, LLC

Immediately after Initiative Foods suffered a devastating fire on July 24, 2016, the EDC launched Rapid Retention Services to aid them in a variety of unexpected business challenges. Like most family owned businesses, Initiative Foods had not planned for such a disaster, especially at a time when the Ypma family had been diligently working on expanding through 2015. Dubbed Project Phoenix, Initiative Foods has experienced a miraculous recovery and growth with the support of an entire community and the guiding hands of the Fresno EDC.

Located in Sanger and quietly holding the status of 3rd largest baby food producer in the United States, Initiative Foods, at the time of the fire, had been in business for over 13 years and employed many residents of one of our rural communities. While the risk to the community of losing the business was much greater than most expected, the EDC worked alongside the Governor's Office of Business and Economic Development creating strategies to retain the company. As the business focused on its employees and customers, the EDC used its leverage to coordinate with partner agencies and research various incentives and programs to best benefit the company. This diligent service is a prime example of the difference the hard work and care provided by an entire team of economic development professionals can make for businesses.

On May 18, 2017, Initiative Foods held a ribbon cutting ceremony that signaled a new era for the business. They expanded in the Sanger Industrial Park to a new 30,000 square foot facility that houses state-of-the-art equipment which will bring them six times their current production output.

Initiative Foods has participated in several food shows in Asia, and they have received a strong response from retailers and distributors in the region. There is substantial market potential around the world and the business anticipates capitalizing on those new markets. The EDC team, with their commitment to businesses across the county, will be working with the Ypma family to take their business to new heights in the years to come.



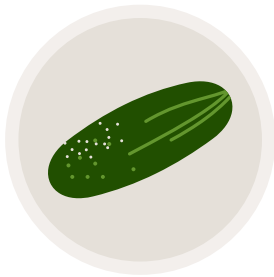
Rapid Retention Services following July 2016 fire

- **\$753,000**
in food processing equipment grants
- **\$750,000**
in California Competes Tax Credit
- **\$100,000**
in City of Sanger local incentives
- **100%** Sales and Use tax exemption
on manufacturing equipment
- **30%** reduction
in PG&E electricity costs
- **Enrollment in NEO**
New Employment Opportunities program
- **Support**
with additional analysis and research
- **Over 60 employees**
retained to-date with plans to hire many more

Rural Business Activity

In the rural and unincorporated communities of Fresno County, every business is important and brings much needed service and economic benefit to their community. The EDC will always support those business owners who see a need in their community and work to make a difference. Successful outreach into these communities is dependent on EDC developing and maintaining great relationships with our partners – cities, chambers of commerce, other business services organizations, and the County of Fresno.

The Salty Pickle



Built out of their shared love for food, The Salty Pickle was created by Nic, Daniel, and Greg Saldana. With decades of restaurant experience between them, the three brothers noticed something was missing in their city and set out to create a unique dining experience in the heart of downtown Coalinga. The business offers a continuously revolving menu and uniquely crafted food and beverages. The EDC was first introduced to the Saldana brothers in November of 2018 through City of Coalinga staff and has since been working with them to launch operations. EDC staff assisted with site selection and connected the owners to the Small Business Development Center. This allowed the Saldana Family to create a business plan and to access lenders to explore financing. The restaurant has already become so popular that they have outgrown their kitchen and are already considering expanding into a larger location. EDC staff will be providing additional site selection services and connecting the business with the NEO program and other incentives as they continue to grow.

NutriAg



As a key agricultural stakeholder, NutriAg supplies nutrient products and agricultural adjuvants under their patents, trademarks, and/or private label to distributors and dealers in the USA, Canada, Central America, and several other countries worldwide. The EDC, with the support of Fresno County Supervisor Brian Pacheco, has assisted NutriAG of Biola, CA in receiving the California Competes Tax Credit after their initially unsuccessful attempt in January 2018. Their expansion will not only bring more infrastructure development but will benefit the citizens of the unincorporated area of Biola. As an innovative and environmentally-conscious company, NutriAg remains dedicated to finding new sustainable avenues of crop yield and has fully committed to bolstering our local economy. NutriAG plans to add seven more jobs within the first year of the expansion and will invest over \$1.5M into the community of Biola.

Ralph's Triangle Service



Located in Huron, Ralph's Triangle Service was established in 1975 and is a second-generation family-owned business. Ralph's started as a small gas station and tire shop, but the family saw the need for quality auto repair in their area and expanded their services to offer full-service auto repair including: 24-hour towing and roadside service, onsite and roadside repairs, and smog testing. Ralph's was referred to the Fresno County EDC by the neighboring Kings County EDC in April 2019. Ralph's is expanding into Avenal and is adding a number of positions to fill a variety of different roles. EDC staff was able to connect the business with multiple resources to address its expansion needs including: The Work Opportunity Tax Credit, Employment Training Panel, Human Resources Hotline, Fresno Energy Watch free energy assessment, and HUBZone. The EDC also connected Ralph's to West Hills College to explore their apprenticeship program and Fresno State to utilize the Small Business University for marketing assistance.

Audit Report

ASSETS

CURRENT ASSETS

CASH & CASH EQUIVALENTS ● \$943,577

ACCOUNTS RECEIVABLE ● \$443,341

OTHER RECEIVABLES ● \$3,099

PREPAID EXPENSES ● \$38,562

TOTAL CURRENT ASSETS ● \$1,428,579

RESTRICTED CASH ● \$6,879

PROPERTY & EQUIPMENT, NET ● \$21,838

TOTAL ASSETS ● \$1,457,296



LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE & ACCRUED EXPENSES ● \$161,373

ACCRUED PAYROLL & RELATED TAXES ● \$85,432

DUE TO OTHER AGENCIES ● \$6,879

DEFERRED REVENUE ● \$191,142

TOTAL CURRENT LIABILITIES ● \$444,826

TOTAL LIABILITIES ● \$444,826

NET ASSETS

WITHOUT DONOR RESTRICTIONS ● \$1,012,470

TOTAL NET ASSETS ● \$1,012,470

TOTAL LIABILITIES & NET ASSETS ● \$1,457,296



Support & Revenues

	WITHOUT DONOR Restrictions	WITH DONOR Restrictions	TOTAL
Grants & Contracts	\$206,084	\$2,212,447	\$2,418,531
Membership Fees	\$223,500	-	\$223,500
Fundraising Events	\$146,060	-	\$146,060
Interest Income	\$2,212	-	\$2,212
Net Assets Released From Restrictions			
Satisfaction of Acquisition Restrictions	\$2,212,447	(\$2,212,447)	-
Total Support & Revenues	\$2,790,303	-	\$2,790,303



Expenses

	TOTAL
Program Services	\$2,352,645
Management & General	\$273,595
Fundraising	\$133,667
Total Expenses	\$2,759,907
Change in Net Assets	\$30,396
Net Assets at Beginning of Year	\$982,074
Net Assets at End of Year	\$1,012,470

Thank You!

Fresno County EDC Investors are from nearly every industry, a mix of major corporations, public partners, medium and small businesses, and private organizations. One thing in common is the vision to maximize on the region's economic competitiveness. You are the resource and reason for the EDC's continued growth and success. Your involvement is helping to shape Fresno County's future.

Our investors understand the needs of the community and focus their efforts on improving lives and strengthening others. Your impact is felt across the county, from our larger cities to our unincorporated rural areas. Economic development is important in every corner of our county. With your investment in economic development, the EDC is able to provide direct services to help companies grow in Fresno County and lead initiatives to enhance the region's competitiveness.

Successful economic development requires trusted partnerships and coordination between state and local government, public and private entities, and industry and community organizations. Together we build strong neighborhoods and create good sustainable jobs in Fresno County.

Thank you for being a part of our Investor Family and participating actively in what makes Fresno County the premier place to do business! Our energy at the EDC reflects those we partner with—dynamic, on-the-move, knowledgeable, informed, and engaging.

It is our privilege to have you as partners as we continue to move forward in

"Throwing the California Dream!"



Andrea Reyes

Andrea Reyes

Vice President Business Development



INVESTOR *Community*



PLATINUM

\$10,000 +

**California State
University, Fresno**

Civic Center Square

Community Medical Centers

Fresno Grizzlies

**Fresno Regional Workforce
Development Board**

JPMorgan Chase & Co.

Pacific Gas and Electric

The Business Journal

GOLD

\$5,000 +

Alert-O-Lite, Inc.

Baker, Manock & Jensen

Business Street Media Group

Caglia Environmental

California Health Sciences University

Central Valley Community Bank

Colliers International, Inc.

CORE Business Interiors

Diversified Development Group

Dowling|Aaron, Inc.

Fowler Packing

Fresno Area Construction Team

Fresno Chamber of Commerce

Fresno City College/SCCDD

Fresno Economic Opportunities Commission

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Fresno Metropolitan Flood Control District

Fresno Pacific University

Fresno Unified School District

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John R. Lawson Rock & Oil, Inc.

Kaiser Permanente

Manco Abbott, Inc.

Newmark Pearson Commercial

Noble Credit Union

Precision Civil Engineering, Inc.

Quiring General, LLC

Sol Development Associates, LLC

Tangram Interiors

The Fresno Bee

Van-G Trucking, Inc.

Wells Fargo Bank

Wiebe Hinton Hambalek, LLP

SILVER

\$2,500 +

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AT&T
BBVA
BNSF Railway
California Resources Corporation
C. Curry Design
Chevron U.S.A. Inc.
First Solar, Inc.
Jeffrey Scott Agency
Media Solutions, Inc.
Moore Twining Associates, Inc.
Saint Agnes Medical Center
Sempra Renewables
SKW Kings Canyon, LLC
SKW Tulare, LLC
Span Construction & Engineering, Inc.
The Penstar Group
Union Bank
United States Cold Storage
Valley Wide Beverage Company
World Workforce International

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\$1,500 +

Comcast
Don Pickett & Associates
Dumont Printing
Linda Hogan Insurance
MedMen
Mid-Valley Disposal
One-Putt Broadcasting
Premier Valley Bank
Stantec
Suncrest Bank
Valley Children's Healthcare
Wawona Frozen Foods

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\$750 +

Ameriguard Security Services, Inc.
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Cen Cal Business Finance Group
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JouleSmart Solutions
Lance-Kashian & Company
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RJ Miller Construction
Seneca Resources Corporation
TETER
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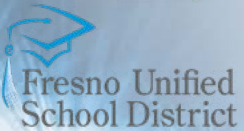
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