Bylaws Committee Meeting

November 6, 2023 at 5:00 p.m.

Fresno EOC Board Room
1920 Mariposa Street, Suite 310
Fresno, CA, 93721

Join By Zoom:

https://fresnoeoc.zoom.us/meeting/register/tZAsfuqhqTwrH9wtTsVZQywD2bybKpRrwSRf
BYLAWS COMMITTEE MEETING AGENDA

NOVEMBER 6, 2023 AT 5:00 PM

1. CALL TO ORDER

2. ROLL CALL
   A. Monthly Attendance Record

3. APPROVAL OF PREVIOUS MEETING MINUTES
   A. September 21, 2023 By-Laws Committee Meeting Minutes
   B. October 16, 2023 By-Laws Committee Meeting Minutes

4. TARGET AREA D ELECTIONS - REQUEST TO EXCUSE APPLICATION MISTAKE
   A. Target Area D Elections - Request to Excuse Application Mistake

5. TARGET AREA CANDIDATES
   A. Target Area Candidates

6. COMMUNITY SECTOR APPLICATIONS
   A. Community Sector Applications

7. BYLAWS REVISIONS
   A. Bylaws Revisions

8. EXCESSIVE ABSENCES POLICY
   A. Excessive Absences Policy

9. BOARD SELF-ASSESSMENT
   A. Board Self-Assessment

10. OTHER BUSINESS

11. PUBLIC COMMENTS
    (This portion of the meeting is reserved for persons wishing to address the Committee on items within jurisdiction but not on the agenda. Comments are limited to three minutes.)

12. ADJOURNMENT
# Bylaws Committee Meeting
## Monthly Attendance Record
### 2023

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O-Present  X-Absent  T-Teleconference

Postpone  Cancelled No Quorum  Rescheduled Due No Quorum
1. **CALL TO ORDER**
Jimi Rodgers, Chair, called the meeting to order at 5:31 PM.

2. **ROLL CALL**
Roll was called and a quorum was established.

   **Committee Members:**
   - Jimi Rodgers
   - Linda Hayes
   - Lisa Mitchell
   - Itzi Robles

   **Teleconference:**
   - Lupe Jaime-Mileham

   **Absent:**
   - Oliver Baines
   - Bruce McAlister

   **Other Commissioners:**
   - Charles Garabedian
   - Robert Pimentel

   **Staff:**
   - Karina Perez
   - Greg Streets
   - Matthew Moreno
   - Elionora Vivanco
   - Nelson Dibie
   - Kenneth Price, Legal Council

3. **APPROVAL OF MARCH 16, 2023, MEETING MINUTES**
   A. March 16, 2023, By-Laws Committee Meeting Minutes

   Public Comment: None heard.

   **Motion by:** Hayes  **Second by:** Mitchell
   **Ayes:** All in favor.
   **Nayes:** None heard

   **ADDITION TO THE AGENDA**
   Kenneth Price, Legal Counsel, added a Closed Session before item 4.

   Public Comment: None heard.

   **Motion by:** Hayes  **Second by:** Rodgers
   **Ayes:** All in favor.
   **Nayes:** None heard

   Price, had no action to report out of closed session.
4. **BOARD POLICIES AND PROCEDURES**

Karina Perez, Chief of Staff, provided an overview of the Board Policies and Procedures to remove Community Development Financial Institution (CDFI) Board.

Board Chair Hayes inquired on the Polices and Procedures on Commissioners 2-year term and recommended adding verbiage to the policies stating if a vacancy is filled mid-year the term would be for the remainder of the current term.

Commissioner Garabedian recommended keeping CDFI for the sole purpose that E-Plus can convert into a CDFI establishment.

Public Comment: None heard.

**Motion by:** Hayes **Second by:** Mitchell  
**Ayes:** All in favor.  
**Nayes:** None heard.

5. **TARGET AREA VOTER REGISTRATION FORM & SCREENING COMMITTEE MEMBER APPOINTMENT**

Perez provided an overview of the Audit Process for the Target Voter Registration Forms.

The Bylaws appointed Committee members: Linda Hayes, Itzi Robles, Oliver Baines, and Lupe Jaime-Mileham for the Screening Committee Members to Interview Community Sector candidates.

Public Comment: None heard.

**Motion by:** Hayes **Second by:** Rodgers  
**Ayes:** All in favor.  
**Nayes:** None heard.

6. **HUMAN RESOURCES/PENSION COMMITTEE STRUCTURE**

Bylaws Chair Rodgers recommends separating Human Resources and Pension Committees because they are two separate entities.

Price will inquire with the financial advisor to determine if the Pension Committee needs to be a standing Committee or can it be an Adhoc Committee.

Public Comment: None heard.

No action required.

7. **COMMISSIONERS ATTENDANCE RECORD**

Board Chair Hayes requested staff to send an Excessive Absence letter to those Commissioners who have three or more absences.

Public Comment: None heard.

No action required.
8. **2024 BOARD MEETING SCHEDULE**

   Board Chair Hayes recommended for the Board Meetings to meet monthly instead of Bimonthly.

   Upon further discussion, the Committee recommended this item to be presented at the October Board Meeting for full Board approval.

   If approved by the full Board, a Bylaws Meeting has been scheduled for Monday, October 16, 2023, to revise the Agency Bylaws to reflect the meeting frequency.

   Public Comment: None heard.

   No action required.

9. **OTHER BUSINESS**

   Public Comment: None heard.

   No action required.

10. **PUBLIC COMMENTS**

    Public Comment: None heard.

    No action required.

11. **ADJOURNMENT**
1. **CALL TO ORDER**
   Jimi Rodgers, Chair, called the meeting to order at 5:39 PM.

2. **ROLL CALL**
   Roll was called and a quorum was not established.

   **Committee Members:**
   - Jimi Rodgers
   - Linda Hayes
   - Bruce McAlister
   - Teleconference: Lisa Mitchell
   - Absent:
     - Oliver Baines
     - Lupe Jaime-Mileham

   Due to no quorum the Bylaws Committee has been rescheduled for Monday, November 6, 2023, at 5:30 p.m. to approve items #3 through item #7.

   Committee Members provided feedback to legal counsel for the Bylaws revision to be presented at the next Bylaws committee Meeting for review and approval for Board consideration.

3. **APPROVAL OF SEPTEMBER 21, 2023 MEETING MINUTES**
   A. September 21, 2023 By-Laws Committee Meeting Minutes

4. **TARGET AREA CANDIDATES**

5. **COMMUNITY SECTOR APPLICATIONS**

6. **BYLAWS REVISIONS**

7. **EXCESSIVE ABSENCES POLICY**

8. **BOARD SELF-ASSESSMENT**

9. **OTHER BUSINESS**

10. **PUBLIC COMMENTS**

11. **ADJOURNMENT**
MEMORANDUM

TO: Ms. Jimi Rodgers  
Bylaws Committee Chair  
FRESNO ECONOMIC OPPORTUNITIES COMMISSION

FROM: Kenneth J. Price  
Jessica S. Johnson  
BAKER MANOCK & JENSEN, PC

DATE: October 31, 2023

RE: Target Area D Elections – Request to Excuse Application Mistake

INTRODUCTION

The Fresno Economic Opportunities Commission ("Fresno EOC") issued a call for nominations for Target Area Representatives for Target Areas A, D, and E and for four open Community Sector Representative seats, both terms to begin January 2024. The form for each specific sector and documentation for both types of sectors were required to be submitted and/or postmarked by Friday, October 6, 2023. A member of the public, Mayra Campa, timely filled out a Community Sector Nomination Form online (the "Applicant"), though later informed Fresno EOC staff and board members that they intended to complete the Target Area Representative Nomination Form. The Applicant was seeking nomination to be a representative for Target Area D. The Applicant, however, submitted the incorrect online form, and attached a resume and a copy of their driver’s license by the October 6, 2023. The deadline had passed by the time the Applicant became aware that she had submitted the wrong form. Pursuant to Fresno EOC policy, the Internal Audit Office made the determination that the Applicant's submittal was incomplete and the staff report to the Bylaws Committee dated October 16, 2023 "denied" the application due to incompleteness.
ISSUE PRESENTED

What are the laws and policies governing the acceptance of Target Area Representative nominations and how much discretion does the appropriate body have to accept an application claimed to be submitted in substantial compliance of said rules?

DISCUSSION

A. The Law

Government Code section 12751 describes the general tripartite board composition of a community action agency (“CAA”). That section provides that “[a]t least one-third of the members [of the board] are persons chosen in accordance with democratic selection procedures outlined in regulations promulgated by the department to assure that the members represent the poor and reside in the area served.”¹ Title 22 of the California Code of Regulations section 100605 governs the “Tripartite Board Composition” process of a CAA. When the CAA opts to use Target Areas, “the representatives of the low-income shall be selected by the residents of those neighborhoods or areas.”² Selection may be by nomination within the neighborhoods or within the community as a whole.³

There is no discussion in the CAA statute or regulations regarding substantial compliance with board rules, or discretion for the board – or the Bylaws Committee – to extend deadlines in the laws or regulations related to applicants for the board.

B. Fresno EOC Bylaws

Fresno EOC’s Bylaws require that “[e]ach prospective Commissioner from each sector shall complete the Corporation's application prior to appointment.”⁴ “After each prospective Commissioner has been selected to serve on the Board through the appropriate selection process described in the policies and procedures for the sector in which he or she proposes to serve, and has been determined by the Board (or a Committee thereof) to meet the qualifications set by the Board from time to time for service as a Commissioner, the Board shall vote whether to elect him or her to the Board.”⁵

The Bylaws continue, stating,

Target Area Commissioners shall be elected by members of the respective areas hereinafter ‘Target Area’ in accordance with Policies and Procedures established by the Commission, under elections that are run by the Internal Audit department and supervised

¹ Gov. Code § 12751(b).
² 22 CCR § 100605(c)(3).
³ Id. at § 100605(c)(5)(A).
⁴ Fresno EOC Bylaws, Art. V.
⁵ Ibid.
by the Selection Committee appointed by the Board Chair. Emphasis should be given to providing maximum participation of low income persons in the selection process of Target Area Commissioners, who shall be duly elected from areas within Fresno County that insure equal target area rural and urban representation and adopted by the Commission.6

In addition to other duties, the Bylaws Committee is responsible for “oversee[ing] Board member recruitment (including administering the target area Board member democratic selection process, recommending candidates for Public and Community Sector Board seats, and ensuring that the Board fills vacancies promptly), orientation, and training....”7

Again, there is no mention of discretion to extend deadlines or substantial compliance.

C. Fresno EOC Policy – Procedures for Election of Target Area Commissioners

This policy outlines the procedures for notification, selection, and election of Target Area Commissioners. The Policy states that “[i]t is the Agency’s intent to recruit qualified low-income candidates and provide low-income residents the opportunity to fully participate in the election process. There will be a focus on grass roots, strategic recruitment of candidates and voters.” Further, the “Agency shall make reasonable efforts to provide the public with notice of the vacancy, nomination and election process.”

As far as timing, the policy states that the Board Secretary will develop a general timetable to allow adequate time for each stage of the election process. “Candidate nominations shall begin in September and continue through the month of October.” On the other hand, “Target Area nominations must be either hand delivered, emailed or postmarked by the designated deadline date.” The Internal Audit Office will be responsible for verifying the completeness of each Candidate Nomination packet submitted. At the end of the candidate nomination period, the Internal Audit Office will determine the qualified candidates.

Candidates must 1) be a resident of their selected target area; 2) be low-income or a representative of low-income residents; 3) be at least 18; 4) have no conflict of interest; and 5) “submit a valid candidate nomination form.”

ANALYSIS

The issues here are 1) whether the applicant submitted a valid candidate nomination form; and 2) whether Fresno EOC (or a committee thereof) has discretion to extend the deadline or admit an application that is noncompliant.

6 Ibid.
7 Fresno EOC Bylaws, Art. X.
A. Invalid Form

The Applicant did not submit a correct nomination form. We reviewed the website and found the links to both forms – the Target Area Representative Nomination Form and the Community Sector Rep Nomination Form. A screenshot of the webpage showing the call for nominations is attached hereto as Exhibit “A”. A copy of the Target Area Representative Nomination Form is attached hereto as Exhibit “B” and the Community Sector Representative Nomination Form is attached hereto as Exhibit “C”.

The forms are rather similar, but one difference is that the Target Area form specifically lists all the Target Areas as options, while the Community Sector form lists “Organization representing.” The Target Area form also does not ask for relevant experience, or “how will the organization and you be an asset to Fresno EOC?” Instead, the Target Area form asks for current/past memberships in organizations/community groups/affiliations, and for a statement of qualifications and an option to translate your statement into Spanish and/or Hmong. Finally, it also requires two references and a driver’s license (not required for the Community Sector form). It does not ask for a conflict of interest declaration or a resolution of support from the representing agency – both of which are required for the Community Sector form. While the purpose of the questions on the two forms isn’t necessarily determinative of which type of form it is, it is not accurate to say that they ask the same questions or that the “sole distinguishing factor” between the two was the title.

Fresno EOC did not receive all of the documentation supporting the Applicant’s application in the proper form; nevertheless, all the information is arguably present. The Target Area form needs a Statement of Qualifications, two references, and a driver’s license. The driver’s license was timely submitted via e-mail. References were not entered in the correct spot, but are located on the resume submitted with the application. Similarly, there was no formal Statement of Qualifications, though arguably that information is on the Community Sector Representative form submitted. The application was submitted by the designated deadline date. There was no declaration that the applicant was low-income.

The Internal Audit Office made the determination that the Applicant's submission was incomplete pursuant to the Procedures for the Election of Target Area Commissioners. Additionally, the Bylaws Committee staff report dated October 16, 2023 noted that the Applicant's application was "denied due to incomplete application" although this denial was in the Community Sector Application staff report because that is the form the Applicant used for her submission. The Internal Audit Office determination and the Bylaws Committee staff report are attached hereto as "Exhibit D".

B. Discretion to Extend Application Period

The law and regulations governing nomination of board members are vague as to actual procedures, but do indicate a preference for selecting declared low-income persons over
representatives of low-income persons. This Applicant did not declare that they were low-income, but does note that they reside in Target Area D.

Fresno EOC’s policy states that “candidate nominations …continue through the month of October.” However, applications must be submitted by the designated deadline date, which, in this case was on October 6, 2023. There is no explicit reference to extending the deadline in the policy (or allowing substantial compliance), but arguably, the candidate nominations can continue through the month of October. If the deadline were to be extended, the Board Secretary would have to develop that timetable. In any event, the Internal Audit Office must determine whether the application is complete and must deliver its determination by the end of the nomination period – the end of October in this case. In this case, the Internal Audit Office made the determination that the Applicant's submittal was incomplete. One could argue that when the Internal Audit Office made this determination, the Applicant's submittal should not have been provided to the Bylaws Committee because it was not a completed application. The staff report makes reference to this as a "denied" application.

On October 18, 2023, the Applicant emailed Fresno EOC staff explaining that the Community Sector form was very similar to the Target Area form, and that she had substantially complied with the requirements by submitting that form and the attached information. The Applicant's email communication is attached as Exhibit "E". We are not including the Applicant's email attachments, which include the form, her ID, and resume as these have already been provided to the Bylaws Committee members.

CONCLUSION

In sum, there are no statutory or regulatory provisions regarding authority to extend deadlines. Fresno EOC’s bylaws and policies are similar, but do provide some minimal guidelines for the Bylaws Committee to follow regarding possibly extending the nomination period through October. The Internal Audit Office has made a determination that the Applicant's submittal was incomplete.

If you have any further questions or concerns, please do not hesitate to contact Fresno EOC counsel Ken Price at kprice@bakermanock.com or (559) 432-5400.

KJP:JSJ
EXHIBIT “A”

Nomination Page
COMMISSIONER NOMINATIONS
Board of Commissioners Nomination Information

FRESNO EOC VOTING REGISTRATION
Register now to be eligible to vote in Fresno EOC elections

HOW TO VOTE
Learn how to vote in Fresno EOC Commissioner elections

https://fresnoec.org/board/commissioner-elections/
COMMISSIONERS
Meet our Board of Commissioners

BOARD MEETINGS
View Fresno EOC Board meeting schedule, agendas, and minutes

BOARD OF COMMISSIONERS ELECTION INFORMATION
Let Your Voice Be Heard – Vote in our Target Area Elections
You must register with Fresno EOC to vote in the Target Area Elections
We are seeking voters in our target area election. Eight of our 24-member Board consists of democratically elected representatives of low-income residents and groups.

We need the participation of residents in the target areas to be served. Target Area representatives are an important source of information on conditions and problems of poverty. We can do our job better when we hear from you.

https://fresnoeoc.org/board/commissioner-elections/
BOARD OF COMMISSIONERS
NOMINATION INFORMATION

Fresno EOC is governed by a twenty-four-member Board of Commissioners. One-third of the board consists of public officials, or their representatives, and one-third are elected members representing low-income persons. The remaining members are Business/Community Representatives. Their participation and involvement on the Board, its committees, and collaboration with community organizations, agencies, and groups are critical to Fresno EOC’s efforts. In addition, their ability to help in developing public and institutional understanding of and support for the programs—and the positive effects those programs can have on the community is very important. All board members serve on a voluntary basis.

Target Area Representatives

Fresno Economic Opportunities Commission (Fresno EOC) is holding elections for Board Commissioner Representatives of low-income Target Areas A, D, & E, to serve for a two-year term commencing January 2024.

Click here for Target Area Map

To qualify, candidates must be 18 years or older, a resident of the target area, and neither an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC. Qualified candidates must be individuals that are responsible, professional and capable; of
good character and reputation; sympathetic to the mission and objectives of Fresno EOC; will act as a representative of the poor; and can govern the affairs of the Agency consistent with its Articles of Incorporation and Bylaws.

Interested candidates must complete and submit an electronic Representative Nomination Form along with documentation of your age and residency. The form and documentations must be submitted/postmarked by FRIDAY, OCTOBER 6, 2023, by mail to “Fresno EOC Target Area Nominations”, Post Office Box 992, Fresno, CA 93714, via email by 11:59 pm to elections@fresnoeoc.org or in person by 5:00 pm at 1920 Mariposa Street, Ste. 300 Fresno, CA 93721.

Community Sector Representatives

Fresno Economic Opportunities Commission (Fresno EOC) is seeking qualified nominations for Board Commissioners representing the Community Sector. There are four (4) openings commencing January 2024 for a two-year term.

Click here for Commissioner Job Description

Community Sector Commissioners are representatives of business, industry, labor, religious, law enforcement, youth, education, social services, and/or multicultural organizations that can contribute or mobilize economic and human resources, ethnic and racial diversity and balance to the Commission as a whole, and is supportive of the mission and objectives of the Agency.

https://fresnoeoc.org/board/commissioner-elections/
To qualify, the candidate must be 18 years or older, a resident of Fresno County, and neither an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC. Nominees must be individuals that are responsible, professional and capable; of good character and reputation; and have the understanding of and ability to perform board governance consistent with the agency’s Articles of Incorporation and By-laws.

Interested nominees must complete and submit the electronic Community Sector Nomination Form. The form must be accompanied by a proof of age and a board-adopted resolution from the organization, agency, or group that is authorizing the nomination of the candidate. The resolution must be dated within 60 days of the due date and signed by an officer of the board other than nominee. If the organization is a public entity, a letter from an authorized official is required. The form, documentation and resolution/letter must be submitted/postmarked by FRIDAY, OCTOBER 6, 2023, by mail to “Fresno EOC Community Sector Representative Nominations”, Post Office Box 992, Fresno, CA 93714, via email by 11:59 pm to elections@fresnoec.org or in person by 5:00 pm at 1920 Mariposa Street, Ste. 300 Fresno, CA 93721.

Click here for Business/Community Sector Commissioner Nomination Form

Election Materials

General Election Info

- Commissioner Job Description
- Chronology of 2023 Election Dates

Business/Community Sector

https://fresnoec.org/board/commissioner-elections/
Community Sector Public Notice
Community Sector Selection Procedure
Community Sector Representative Nomination Form

Target Area

- Target Area Public Notice
- Target Area Map
- Target Area Election Procedure
- Target Area Representative Nomination Form
- Target Area Voter Registration Form
- Target Area Candidate Statements
  (available once nominations are complete)

Target Area Maps

- Target Area A
- Target Area B
- Target Area C
- Target Area D
- Target Area E
- Target Area F
- Target Area G
- Target Area H

https://fresnooc.org/board/commissioner-elections/
REGISTERING TO VOTE

In order to vote in Fresno EOC Commissioner elections, you must first be registered as a Fresno EOC voter.

*Note: this is a separate voter registration from federal, state, and/or local elections.*

**Step 1**
Identify your Target Area. View Target Area Map.

**Step 2**
Complete and submit a **Voter Registration Form**. Forms can be

- Completed online here
- downloaded here and printed
- or picked up at Fresno EOC (see address below).

**Step 3 (If completed online, skip this step)**
Return your registration form. Forms can be mailed or hand-delivered to:

Fresno EOC
ATTN: Voter Registration
1920 Mariposa Street, Suite 300
Fresno, CA 93721

Forms can also be emailed to elections@fresnoec.org. If registering to vote in this year’s election, **your application must be received by**
completing online, mailing, emailing, or hand-delivering the registration form by 5:00 pm on Wednesday, November 8, 2023.

**IT IS YOUR RESPONSIBILITY TO REGISTER ON TIME**

› **Registration Deadline:** 5:00 pm, November 8, 2023
HOW TO VOTE

Step 1
Look for your ballot in the mail. Ballots will be mailed out to registered voters starting in October. You will only receive a ballot if your target area is up for vote.

Step 2
Complete and return your ballot either by mail or in person by November 30, 2023. You can drop off your ballot in the sealed, signed envelope at the Executive Office anytime between 8:30 am and 5:00 pm, Monday through Friday. There is a locked ballot box in the front office from now until 5:00 pm, November 30, 2023 for drop-offs. *Emails and faxes will not be accepted.*

Mailing address and drop-off location:

Fresno EOC Executive Office
1920 Mariposa Street, Suite 300
Fresno, CA 93721

Completed ballots must be **postmarked by November 30, 2023.** Ballots in signed, sealed return envelopes must be submitted in person before 5:00 pm on November 30, 2023.

The results of the 2023 election will be posted after December 7, 2023.

If you do not live in one of the target areas up for vote in this election,
you can still register now. You will be sent a ballot in the next election.

**IT IS YOUR RESPONSIBILITY TO VOTE ON TIME**

- **Ballot Return Deadline:** postmarked or in-person by 5:00 pm, November 30, 2023

If you don't think your ballot will arrive in time for you to complete it and return it, you can pick up a ballot in person at Fresno EOC Executive Office, 1920 Mariposa Street, Suite 300.

**WE ARE HERE TO HELP YOU**

*Helping people, changing lives*

We fight to end poverty.

EIN 94-1606519

**LINKS**

- Fresno EOC Home
- About Fresno EOC
- Programs
- Press Releases

https://fresnooeoc.org/board/commissioner-elections/
REACH OUT

Fresno EOC Executive Office
1920 Mariposa Street, Suite 300
Fresno, CA 93721
(559) 263-1000

CONNECTING THROUGH

https://fresnoeoc.org/board/commissioner-elections/
Chair Hayes  
October 31, 2023  
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EXHIBIT “B”

Target Area Representative Nomination Form
FRESNO ECONOMIC OPPORTUNITIES COMMISSION

Target Area Representative Nomination Form

This signed form and documentation must be submitted by FRIDAY, OCTOBER 6, 2023. You must submit documentation of your age and residency.

Name *

First

Middle

Last

Address *

No P.O. Boxes. Must be a physical address.

Street Address

Address Line 2

City

State / Province / Region

Target Area *
See Target Area Map, if you aren't certain which Target Area you live in.

A
B
C
D
E
F
G
H

Email Address: *

Mailing Address (if different from above)

Street Address

Address Line 2

City

State / Province / Region

ZIP / Postal Code

Cellular Phone *
Date of Birth *

mm/dd/yyyy

Age: *

Current Work Position / Title / Name of Organization *
You may also submit a resume if you have one

Resume Upload: *
Only PDF, DOC, and DOCX accepted

Choose File  No file chosen
Accepted file types: pdf, doc, docx, Max. file size: 50 MB.

List the reasons for your interest in Fresno EOC Board of Commissioners: *

Current / Past membership in organizations / community groups / affiliations: *

Please give a statement of qualifications / how you can contribute to Fresno EOC: *
This will be included on the ballot. You may upload a separate file if necessary.

If you wish to translate your statement into Spanish and/or Hmong, please provide it here:
Otherwise staff will translate your statement.

Statement Upload:
Please include translations if available. Only PDF, DOC, and DOCX file format accepted.

Choose File  No file chosen
Accepted file types: pdf, doc, docx, Max. file size: 50 MB.

Reference 1: *
Include name, position, organization, and contact information

Reference 2: *
Include name, position, organization, and contact information

Certification
☐ I agree to the following statement.

I certify under penalty of perjury that the above is true and I hereby declare my candidacy for a seat as a commissioner on the board of the Fresno Economic Opportunities Commission representing my target area (as entered above) and that:

• I am or will be 18 years of age or older by the date of the election;

• I reside in the Target Area for which I am running;

• I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;

• I have read and understand the Fresno EOC Commissioner Job Description and the Target Area Public Notice and have the capacity to serve.

Making a false certification is cause for removal from the Board. If you are unable to certify the above information, do not check the certification box. Instead, please upload an explanation here.

Upload explanation of why you are unable to certify the above. *

Choose File No file chosen

Accepted file types: pdf, doc, docx, Max. file size: 50 MB.

Signature *

Date of Signature *

mm/dd/yyyy

You must upload documentation of age and residency:
I.e., copy of driver's license. No P.O. Box allowed.

Drop files here or

You may also submit a signed Target Area Representative Nomination Form by mail, email, and hand delivery.

**By mail:**
Fresno EOC Elections Office
Post Office Box 992
Fresno, CA 93714

**By email:**
Elections@Fresnoec.org
By 11:59 PM on October 6, 2023

**Hand delivered:**
Fresno EOC
1920 Mariposa Street, Suite 300
Fresno, CA 93721
By 5:00 PM on October 6, 2023
WE ARE HERE TO HELP YOU

Helping people, changing lives
We fight to end poverty.

Fresno Economic Opportunities Commission

EIN 94-1606519

LINKS

Fresno EOC Home
About Fresno EOC
Programs
Press Releases
Impact
Careers
Fresno EOC Logos

REACH OUT

Fresno EOC Executive Office
1920 Mariposa Street, Suite 300
Fresno, CA 93721
(559) 263-1000

CONNECTING THROUGH

EXHIBIT “C”

Community Sector Representative Nomination Form
FRESNO ECONOMIC OPPORTUNITIES COMMISSION

Community Sector Representative Nomination Form

This signed form and documentation must be submitted by FRIDAY, OCTOBER 6, 2023.

You must also submit a resolution of support for this 2 year term from the agency, organization or group you are representing signed within 60 days of the due date. If the organization is a public entity, submit a letter from an authorized official.

Name *

First

Middle

Last

Address *

No P.O. Boxes. Must be a physical address.

Street Address

Address Line 2

City

State / Province / Region
ZIP / Postal Code

Email Address: *

Number of years as a Fresno County resident: *

Organization representing: *

Organization address: *

Street Address

Address Line 2

City

State / Province / Region

ZIP / Postal Code

Your Cellular Phone: *

Date of Birth *

mm/dd/yyyy

Age: *

Current Work Position / Title / Name of Organization: *
You may also submit a resume if you have one

Resume Upload: *
Only PDF, DOC, and DOCX accepted
Choose File
No file chosen
Accepted file types: pdf, doc, docx, Max. file size: 50 MB.

Relevant experience including current / past board service: *

How will the organization and you be an asset to Fresno EOC? *

List the reasons for your interest in Fresno EOC Board of Commissioners: *

List the reasons for your organization's interest in Fresno EOC Board of Commissioners: *
Conflict of Interest declaration

Any close relative employed by Fresno EOC? *

○ Yes
○ No

I have an economic interest in Fresno EOC. *

○ Yes
○ No

Certification

☐ I agree to the following statement.

I certify under penalty of perjury that the above is true and that:
• I am or will be 18 years of age or older by the date of my appointment;
• I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
• I have read and understand the Fresno EOC Commissioner Job Description and have the capacity to serve;
• I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
• I am not presently debarred, suspended, proposed for debarment, declared ineligible, or

Making a false certification is cause for removal from the Board. If you are unable to certify the above information, do not check the certification box. Instead, please upload an explanation here.

Upload explanation of why you are unable to certify the above. *

Only PDF, DOC, and DOCX accepted

Choose File No file chosen

Accepted file types: pdf, doc, docx, Max. file size: 50 MB.
Signature *

Date of Signature *

mm/dd/yyyy

You must upload a resolution of support from the agency / organization / group you propose to represent. *

Only PDF, DOC, and DOCX accepted

Choose File  No file chosen

Accepted file types: pdf, doc, docx, Max. file size: 50 MB.

CAPTCHA

☐ I'm not a robot

Submit

DOWNLOAD PDF FORM

You may also submit a signed Community Sector Representative Nomination Form by mail, email, and hand delivery.

By mail:

Fresno EOC Elections Office
Post Office Box 992
Fresno, CA 93714

By email:
Elections@Fresnoeoc.org
By 11:59 PM on October 6, 2023

Hand delivered:
Fresno EOC
1920 Mariposa Street, Suite 300
Fresno, CA 93721
By 5:00 PM on October 6, 2023

WE ARE HERE TO HELP YOU

Helping people, changing lives
We fight to end poverty.

EIN 94-1606519

LINKS

REACH OUT

Fresno EOC Executive Office
1920 Mariposa Street, Suite 300
Fresno, CA 93721
(559) 263-1000

CONNECTING THROUGH

EXHIBIT "D"

Internal Audit Office Determination/
Bylaws Committee Staff Report
BYLAWS COMMITTEE MEETING

Date: October 16, 2023
Program: Executive Office

Agenda Item #: 5
Director: N/A

Subject: Community Sector Applications
Officer: Emilia Reyes

Recommended Action

Staff recommends review and approval of the following Community Sector applicants.

A. James Martinez – Fresno Reel Pride
B. Bruce McAlister – West Fresno Faith Based Organization
C. Jimmie Rodgers – Association of Black Social Workers
D. Manuel Romero – Centro La Familia Advocacy Services

Background

On an annual basis, the Commission holds a Board Election for the expiring terms.

Per the agency Bylaws: "Community Sector Commissioners may consist of representatives of business, industry, labor, religious, law enforcement, youth, education, social services, and/or multicultural organizations that can contribute or mobilize economic and human resources, ethnic and racial diversity and balance to the Commission as a whole, and is supportive of the mission and objectives of the agency."

Other Applications Received:
A. Mayra Campa – Denied due to incomplete application.

Fiscal Impact

None.

Conclusion

If approved by the Committee, the recommended applicants will move forward for full Board consideration at the December 7, 2023 Commission Meeting to start their two-year term effective January 1, 2024.
INTERNAL AUDIT

DATE: OCTOBER 6, 2023
TO: BYLAWS COMMITTEE
FROM: MARY XIONG, INTERNAL AUDITOR
SUBJECT: MAYRA CAMPA’S NOMINATION PACKET

Mayra Campa submitted her nomination form to the Fresno EOC’s Board of Election on Friday, October 6, 2023 at 9:00PM, stating she would like to represent Target Area D. Her nomination packet was received on time; however, after careful review of her nomination, she submitted a Community Sector nomination form instead of a Target Area nomination form. Given that the wrong nomination form was submitted, Internal Audit has concluded that her nomination will be disqualified.

Sincerely,

Mary Xiong
Internal Auditor
EXHIBIT "E"

Applicant's October 18, 2023 Email
Good morning Fresno EOC Staff and Committee Members,

It was a pleasure meeting with you all during Monday's EOC Bylaws Committee meeting. It is because I am so passionate about having representation on governing boards and commissions, especially in ones that work to serve the undeserved, that I write to you today.

As you are aware, I attended the last meeting to request that my submission for the Target Area D election be accepted but left without a resolution because of a lack of quorum. Due to the complex nature of this item and the impending deadlines, I wanted to provide everyone with all the details in advance of the November 6th meeting. My request has three primary factors that set it apart and that I believe qualify it for an application that is in substantial compliance. 1. All documents requested to be submitted by October 6th were done via two different methods to ensure that my application was received successfully. This included my proof of residency. 2. My case is unlike any others that have come before the committee as the deadline was met and in the information I provided I made clear that I intended to enter the election for the Target Area D race making my application one in substantial compliance. 3. Significant confusion arose regarding the appropriate form to use because the sole distinguishing factor was the name of the "Community Sector Representative Nomination Form" and "Target Area Representative Nomination Form". Both forms have the same deadline and ask the same questions but neither has any distinguishing description that sets it as separate processes happening in conjunction with each other. This does not make it easy for someone brand new to navigate and access for the first time, something I know the Fresno EOC staff work hard to ensure in their effort to do outreach.

I submitted two ways to ensure that my application was submitted successfully and on time; it was sent via email and online submission. I want to point out that the inconsistent requests for the applicant begin here. My online submission did not allow me to upload both my resume and my driver's license, but I luckily knew that it was part of the required documents so I made sure to include it in my email application submission (forwarding as part of this email thread). I understand that the committee might have only been provided with my online submission, which did not include my driver's license, and that they might not have received my email submission. As a resident of Sanger for almost all my life having been born and raised there and a graduate of Sanger High it is important to me that I provide to the committee as part of my application proof of my residency in Target Area D.

As was stated by the attorney presiding over the meeting and by a few members of the committee, this was the first time that a case like mine would be reviewed. In the past, other requests to have an application submitted were denied because those applications were submitted past the deadline. This situation is unique, and I kindly request that the entire case be thoroughly considered while keeping Fresno EOC's values and principles in mind.

I am eager to register as many people as I can for this election, a cause I am deeply passionate about, with a deadline of November 8th in mind. Given that the next meeting is scheduled just two days before the voter registration deadline, I am hopeful for a swift resolution to my situation to ensure a fair and timely election process.
Finally, I would ask if you would be so kind as to forward this email to the committee members. I want to thank the EOC staff for notifying me that the next meeting will be taking place on November 6th, I plan to be in attendance to discuss this once again.

Sincerely yours,

Mayra Campa  
(559)344-9236

--------- Forwarded message --------
From: Mayra Campa <mayracampa7@gmail.com>  
Date: Fri, Oct 6, 2023 at 9:00 PM  
Subject: Fresno EOC Board of Commissioners  
To: <elections@fresnoeoc.org>

Please see attached the documentation for my nomination to serve as a representative for Target Area D. This is for an elected position

Mayra Campa  
(559)344-9236
Recommended Action

Staff recommends review and acceptance of the following candidate’s applications running for their target areas.

- Target Area A – Alena Pacheco
- Target Area D – Daniel Martinez

Background

On an annual basis, the Commission holds a Board Election for the expiring terms.

Per the agency Bylaws: “Target Area Commissioners shall be elected by members of the respective areas hereinafter “Target Area” in accordance with Policies and Procedures established by the Commission, under elections that are run by the Internal Audit department and supervised by the Selection Committee appointed by the Board Chair. Emphasis should be given to providing maximum participation of low income persons in the selection process of Target Area Commissioners, who shall be duly elected from areas within Fresno County that insure equal target area rural and urban representation and adopted by the Commission.”

Target Area E received more than one application. Staff recommendation will be based on voting results. Ballots results will be on Friday, December 1st at 12:00p.m.

- Target Area E – Lisa Mitchell – Pending voting results
- Target Area E – Teresa Zamora - Pending voting results

Fiscal Impact

None.

Conclusion

If approved by the Committee, this item will move forward for full Board consideration at the December 7, 2023, Commission Meeting and applicants will receive a confirmation letter stating their election was not a contested election.
From: Fresno EOC
To: Elections: christopher.estepe@fresnoec.org; Karina Perez
Subject: New Target Area Rep nomination from website
Date: Friday, October 6, 2023 1:44:50 PM

**Fresno EOC IT Notice:**
External Message. Think before you click!

Name
Alena Marie Pacheco

Address
(Replaced for privacy)

Map It

Target Area
A

Email Address:
(Replaced for privacy)

Cellular Phone
(Replaced for privacy)

Date of Birth
(Replaced for privacy)

Age:

Current Work Position / Title / Name of Organization
Please see resume.

Resume Upload:
- Resume_Alena-Pacheco_2023_FINAL.pdf

List the reasons for your interest in Fresno EOC Board of Commissioners:

I have been honored to serve as an EOC Commissioner for the past 18 months, representing hard-working families across Target Area A. I believe in advocating for programs that make a difference in the lives of all people, especially those struggling to climb out of poverty in a system that is often not designed with them in mind. I grew up in a struggling family myself and it was only with the help of caring people and access to programs like those of EOC, that I was able to change the trajectory of my life. I am proud to be a Poverty Fighter for one of the largest Community Action Agencies in the United State and I would be honored to be re-elected as a commissioner for Target Area A.

Current / Past membership in organizations / community groups / affiliations:

Please see resume for a list of memberships and affiliations.

Please give a statement of qualifications / how you can contribute to Fresno EOC:

My name is Alena Pacheco and as the current commissioner for Target Area A, I would be honored to
receive your vote to continue the important work of transforming and inspiring the hard-working families of Fresno County. As a research-driven professional with a passion for advancing equity & diversity, I am committed to using my years of experience to contribute to the poverty fighting work of the Fresno EOC. My experience as a commissioner has given me a strong understanding of the agency's programs. As a collaborative community advocate, I am dedicated to helping youth and families elevate their voices to impact community-based change in a meaningful way. Thank you for your consideration. I would be honored to received your vote.

Reference 1:

Angie Isaac
Former Executive Director, Jane Addams CDC

Reference 2:

Katherine Soule, PhD
University of California
Youth, Families and Communities Advisor

Certification

I agree to the following statement.
I certify under penalty of perjury that the above is true and I hereby declare my candidacy for a seat as a commissioner on the board of the Fresno Economic Opportunities Commission representing my target area (as entered above) and that:
• I am or will be 18 years of age or older by the date of the election;
• I reside in the Target Area for which I am running;
• I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
• I have read and understand the Fresno EOC Commissioner Job Description and the Target Area Public Notice and have the capacity to serve;
• I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
• I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
• I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
• I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses above; and
• I have not had any public transactions (federal, state or local) terminated for cause or default during the three years prior to the application.

Signature

Date of Signature
10/06/2023
You must upload documentation of age and residency:

- 83B6CC31-B02C-44BA-8DBB-B6290B02E595.jpeg
Research-driven professional with a passion for advancing equity & diversity, increasing civic engagement, and promoting economic resilience for youth and families. A collaborative community advocate with demonstrated experience creating innovative youth-adult partnerships that encourage engagement and thriving across a wide range of socio-economic levels. Dedicated to helping youth and families elevate their voices to impact community-based change in a meaningful way.

**Education**

M.S. in Youth Development Leadership  
Clemson University  

B.A. in Philosophy, Pre-Law, Magna Cum Laude  
California State University, Fresno

**Interdisciplinary Research Coordination Experience**

**Financial Literacy for High School & College Youth**  
2020-2022  
- Coordination of financial literacy program for high-school teens and young adults in urban, underserved areas. Collaboration with partners to deliver hands-on curriculum for students preparing to graduate and live on their own. Tracked student participation to study outcomes. Program included foster youth aging out of the system and transitionally housed young adults attending community college.

**Creative and Ethical Leadership Case Study**  
2019  
- Exploration of multi-year partnership between Fresno County 4-H and the Fresno EOC Street Saints after-school program. Evaluation of key challenges involved in building long-term sustainability of the rural/urban partnership and discussion of political and socio-cultural factors.

**Diversity, Equity and Inclusion Action Plan**  
2018  
- Research project to evaluate multicultural organizational development of Fresno County 4-H and propose ways to foster a more inclusive environment with urban partners. Examination of the programmatic structure of 4-H and evaluation of barriers to serving more diverse youth. Review of key practices of cultural diversity at the organizational level and discussion of current challenges within our programs.

**Professional Affiliations & Memberships**

2023 – Present  
Fresno Chamber of Commerce  

2023 – Present  
Fresno EOC, Finance Committee Member  

2023 – Present  
Fresno EOC, Sanctuary Youth Committee Member  

2023 – Present  
Fresno EOC, Program, Planning and Evaluation Committee Member  

2023 – Present  
Fresno EOC, Foster Grandparent Community Advisory Group Member  

2022 – Present  
Fresno EOC, Commissioner - Target Area A  

2022 – Present  
Western Association of Chamber Executives  

2019 – Present  
California Political Treasurers’ Association  

2016 – Present  
Bringing Broken Neighborhoods Back to Life  

2016 – Present  
Valley STEM 4-H Teen-Teaching Academy Advisor  

2018 – 2022  
City of Fresno Task Force on Youth and Jobs
Programmatic Experience

Community Education Specialist 3
University of California, Youth Families and Children Statewide Programs
2020 - 2022

- Responsible for collaborating with UC Money Talks Workgroup and overseeing the completion of “Living on My Own” curriculum and utilization of cy pres funding.
- Managed the completion of 5 units of “Living on My Own” bilingual guides.
- Developed assessment protocols and established partnerships with community stakeholders to launch pilot workshops with foster-care youth and transitionally housed community college students preparing to live on their own.
- Utilized network of community partners to pivot to remote learning during COVID-19 pandemic and delivered “Living on My Own” zoom workshops.
- Partnered with Noble Credit Union, CalSavers Retirement Program, Economic Opportunity Commission and Youth Leadership Institute to support financial health.
- Coordinated COVID-19 vaccination clinics and financial literacy outreach in collaboration with Jane Addams Community Development Corporation, Community Pharmacy Enhanced Services Network and the County of Fresno.
- Partnered with the Fresno Area Hispanic Foundation to present Money Talks topics to more than 150 women business owners as part of the LatinaPreneur and WomanPreneur 6-week small business development program.
- Collaborated with UC Spanish-Language Programming to discuss Money Talks “Viviendo Por Mi Cuenta” in a Spanish-Language podcast and Spanish-Language Facebook Live event.

Community Education Specialist 2
University of California, Cooperative Extension Fresno County
2018 - 2020

- Chartered Valley STEM 4-H Teen Teaching Academy in partnership with Valley STEM high school students to bring science to underserved elementary schools.
- Created “Harvest in the Garden at Storyland” to deliver hands-on STEM activities in a teen-teaching format at Storyland.
- Developed new programming with Fresno Street Saints to deliver “Learn, Grow, Eat and Go”, “Destination UC”, “Threads of Life Sewing” and various other 4-H curriculum to youth.
- Created a work-based mentoring program entitled “Growing Hope and Planting Seeds of Change” to provide teen-teaching jobs as project leaders for a gardening program.
- Secured new sources of funding from stakeholders new to UC 4-H programming.
- Participated in UCANR at the State Capital to deliver the value of 4-H to state leaders.

4-H Volunteer – Urban Outreach
University of California, Cooperative Extension Fresno County
2016 - 2018

- Expanded 4-H programming to underserved, urban areas of Fresno County and improved collaboration with new community partners and funders to increase equity and diversity of Fresno County 4-H participation and programming.
- Developed and delivered 4-H Work-Based Mentoring Summer program for Fresno Street Saints. Utilized peer-reviewed 4-H service-learning materials to improve 21st Century work-force skills and implement a Teens as Teachers summer jobs training.
- Chartered first urban 4-H club in collaboration with the Fresno EOC Street Saints.
- Managed team of volunteers and community-based partners to put Teen-Teaching into action with Fresno Street Saints at three different community housing locations.
- Held a Fresno Street Saints Summer Showcase, attended by local elected officials and other civic leaders.
Professional Experience

President & CEO
Political Treasury Group, Fresno, CA
2023 – Present
- Provide political treasury services to elected officials, candidates, and political action committees at the local, state, and federal levels.
- Assist in new political committee formation through the Secretary of State, including procurement of federal tax ID, bank account and filing of initial documentation.
- Provide on-going account management including bill payment, contribution processing, and major donor correspondence.
- Assist clients in staying compliant with campaign reporting regulations of the Fair Political Practices Commission, the Federal Elections Commission, and each client’s local jurisdictional agency.
- Provide advice and counsel to clients engaged in active investigations and random audits with the Fair Political Practices Commission and Franchise Tax Board.
- Work alongside candidates and their consultants to ensure election-cycle compliance with disclosures, 90-day 24-hour reports, social media advertising, and various other campaign-related reporting requirements.

Founder & CFO
Neighbors Helping Neighbors Thrive Inc., Fresno, CA
2021 – Present
- 501c(3) public benefit corporation dedicated to neighborhood revitalization and creating a safe place for youth and families to learn and grow together.
- Pilot location for “Neighbors Helping Neighbors READ”, an after-school reading program that trains Neighborhood Reading Ambassadors and provides high-dosage tutoring to struggling readers.
- Collaborate with Valley Stem 4-H Teen-Teaching Academy, an after-school science program aimed at increasing access to STEM at local elementary schools.
- “Mindful Me” collaboration with 4-H Youth Development, Fresno EOC Foster Grandparents, Generation Serving Together and various other community stakeholders to improve applied literacy and overall mental health and wellness for teens, elementary school students and senior citizens.
- Selected to launch neighborhood composting program as a recipient of the Community Composting for Green Spaces, no-cost support program funded by the California Department of Resources, Recycling, and Recovery (CalRecycle).

Lead Disclosure Analyst
DirectFile Online Political Disclosure, Fresno, CA
2015 – 2022
- Provided campaign finance services and Political Reform Act reporting to committees throughout California.
- Created training guides and transaction protocols to ensure compliance with the political reform act as it relates to campaign reporting.
- Developed extensive knowledge of campaign filing requirements, fundraising guidelines and contributor database management.
- Experienced in major donor and campaign reporting deadlines. Specialize in assisting clients in resolving reporting issues with the Fair Political Practices Commission.

Director of Marketing & Staff Development
Nalchajian Orthodontics, Fresno, CA
2009 – 2013
- Managed team of 25 as well as internal & external marketing programs; budgeting, tracking and referral development.
- Coordinated public relations, branding, advertising & print materials.
- Served as marketing speaker and representative for the office at national conferences.
- Assisted in the acquisition and transition of a 2nd office location.
Professional Experience (continued)

Director of Religious Education for Children & Teens  
St. Patrick’s Church, Kerman, CA  
- Bilingual coordinator of religious education program with 300+ students annually,  
- Provided leadership to more than 50 volunteers, including recruitment and training.

Marketing Consultant, Self-Employed  
Core Communications, Kerman, CA  
- Coordinated national branding & identity development for orthodontists.  
- Created training & web-based curriculum for marketing and education.  
- Developed partnerships with national companies for sale of marketing materials.

Account Manager  
Solutions by Design, Fresno, CA  
- Sales and marketing of national branding programs for orthodontists.  
- Supervised print and web projects from creation to completion.  
- Worked closely with clients, graphic designers and printing companies.

Treatment Coordinator  
Kubo Orthodontic Group, Fresno, CA  
- Responsible for integrating new patients into active treatment and working closely with general dental referral base.  
- Also developed marketing materials.

Education Coordinator  
California Pacific Medical Center, San Francisco, CA  
- Responsible for marketing materials and community education programs for The Cancer Center at California Pacific Medical Center in San Francisco.  
- Worked with public health nurse to present educational programs on breast health to staff at corporations such as Gap and Levi Strauss.

Other Skills & Trainings  
- Bilingual - Fluent in Spanish  
- Carrot Principle Employee Motivation Training  
- Myers-Briggs Type Indicator (MBTI) Training

References Available Upon Request
Fresno Economic Opportunities Commission

TARGET AREA REPRESENTATIVE NOMINATION FORM

This signed form and documentation must be submitted/postmarked by OCTOBER 6, 2023 along with documentation of your age and residency.

### Applicant Information

| Full Name: | Martinez Daniel |
| Last      | First N.i.     |
| Home Address: |
| Street Address: |
| City: |
| Apartment/Unit #: |
| State: |
| Postal Code: |
| Primary Phone: |
| Alternate Phone: |
| Email: |
| Date of Birth: |

Target Area: □ A □ B □ C □ D □ E □ F □ G □ H

See Target Area Map, if you aren't certain which Target Area you live in.

### This signed nomination form may be submitted in the following ways:

| By Mail: | By E-Mail: | Hand Delivered: |
| Postmarked by due date | By 11:59 PM on the due date | Fresno EOC 1920 Mariposa Street, Suite 300 Fresno, CA 93721 |
| Fresno EOC Elections Office | Elections@Fresnoec.org | Fresno EOC |
| Post Office Box 992 | Fresno, CA 93714 |

### Employment

| Employer: | San Joaquin Valley Air Pollution Control District |
| Job Title: | Supervising Air Quality Inspector |
| Address: |
| Street Address: |
| City: |
| State: |
| Postal Code: |

*Please attach resume to this application*

### Qualifications

Briefly explain why are you interested in serving on the EOC Board of Commissioners?

I am a strong advocate for obtaining resources for disadvantaged communities. I feel the EOC board can benefit from my experience as a councilmember and my job experience in environmental regulations.

As a current EOC board member, I wholeheartedly support its current mission and goals, and want to help it continue.

List your current and past membership in organizations / community groups / affiliations.

- 2017-Present: Commissioner on Fresno EOC board
- 2016-Present: Mayor Pro Tem/Councilmember City of Sanger City Council
- 2014-Present: Current Vice President League of California Cities, South San Joaquin Division

Target Area Representative Form 1

RECEIVED OCT 2 2023

EOC/EXECUTIVE OFFICE
Please give a statement of qualifications/how you can contribute to Fresno EOC (This will be included on the ballot. You may use a separate sheet if necessary.)

As a lifelong resident of the City of Sanger, and current Mayor Pro Tem of Sanger, I have seen firsthand the challenges faced by small communities in regards to food security, access to medical services, and financial assistance. I have extensive experience in advocating for communities to ensure continued accessibility to resources.

If you wish to translate your statement to Spanish and/or Hmong, please provide it here (otherwise staff will translate your statement.)

References

Reference 1:
Name: Melissa Hurtado
Organization: State of California
Position: California State Senator
Phone Number: [redacted]

Reference 2:
Name: Frank Gonzalez
Organization: City of Sanger
Position: Mayor of Sanger
Phone Number: [redacted]

Disclaimer and Signature

I certify under penalty of perjury that the above is true and hereby declare my candidacy for a seat as a commissioner on the board of the Fresno Economic Opportunities Commission representing target area __ (fill in target area letter) and that:

- I am or will be 18 years of age or older by the date of the election;
- I reside in the Target Area for which I am running;
- I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
- I have read and understand the Fresno EOC Commissioner Job Description and the Target Area Public Notice and have the capacity to serve;
- I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
- I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
- I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses above; and
- I have not had any public transactions (federal, state or local) terminated for cause or default during the three years prior to the application.

Signature: ___________________________ Date: 9/18/23

MUST ATTACH DOCUMENTATION OF AGE AND RESIDENCY. (i.e. copy of driver's license. No P.O. Box allowed)

RECEIVED

OCT 02 2023

EOC/EXECUTIVE OFFICE

Target Area Representative Form 2
From: pr@fresnoeoc.org  
To: Elections; Christopher Estep; Karina Perez  
Subject: New Target Area Rep nomination from website  
Date: Monday, September 4, 2023 1:46:15 PM

**Fresno EOC IT Notice:**  
External Message. Think before you click!

<table>
<thead>
<tr>
<th>Name</th>
<th>Lisa Mitchell</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>[Redacted]</td>
</tr>
<tr>
<td>Target Area</td>
<td>E</td>
</tr>
<tr>
<td>Email Address</td>
<td>[Redacted]</td>
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<tr>
<td>Mailing Address</td>
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<td>Current Work Position / Title / Name of Organization</td>
<td>Executive Director for Fresno Unified School District</td>
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<td>[Lisa-Nichols-Resume-2023.pdf]</td>
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**List the reasons for your interest in Fresno EOC Board of Commissioners:**

I am a strong advocate for individuals and families in the fight against poverty. I believe my values coincide with the mission of EOC. I want to continue working alongside my fellow commissioners to empower individuals to thrive as healthy, self-sufficient, and contributing members of our communities.

**Current / Past membership in organizations / community groups / affiliations:**

- Fresno Economic Opportunities Commission-2016-Present
- San Joaquin Valley Alumnae Chapter of Delta Sigma Theta Sorority, Inc. 2011-Present
- President's Advisory Board on African American Student Success
October 2017-Present
Marj Marjaree Mason Board of Directors-2018-2022
Black Students of California United-2017-2021
Court Appointed Special Advocates (CASA) Board of Directors-2020-2022
ABC30 Advisory Council-2015-2018
First 5 Fresno County Board of Commission2008-2014
Tree Fresno Board of Directors-2012-2017

Please give a statement of qualifications / how you can contribute to Fresno EOC:

See file uploaded

Statement Upload:

- EOC-Nomination-Form-Qualification-Statement-8-2023.pdf

Reference 1:

Bob Nelson, Superintendent Fresno Unified School District-559-457-3884

Reference 2:

Misty Her, Deputy Superintendent Fresno Unified School District-559-479-0345

Certification

I agree to the following statement.
I certify under penalty of perjury that the above is true and I hereby declare my candidacy for a seat as a commissioner on the board of the Fresno Economic Opportunities Commission representing my target area (as entered above) and that:

- I am or will be 18 years of age or older by the date of the election;
- I reside in the Target Area for which I am running;
- I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
- I have read and understand the Fresno EOC Commissioner Job Description and the Target Area Public Notice and have the capacity to serve;
- I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
- I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
- I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses above; and
- I have not had any public transactions (federal, state or local) terminated for cause or default during the three years prior to the application.

Signature
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You must upload documentation of age and residency:

- [Drivers-License-2022.jpg](Drivers-License-2022.jpg)
Lisa M. Mitchell

OBJECTIVE: To acquire a challenging position that will enable me to utilize my strong interpersonal and leadership skills to assist staff and students in the school setting.

EDUCATION: Doctorate-2023-San Diego State University
MA-Education-2014-California State University of Fresno
MSW Social Work-2003-California State University of Fresno
BA Social Work-1998- California State University of Fresno
AA Liberal Studies- 1994- Fresno City College, Fresno
High School Diploma-1991-Hoover High School, Fresno

Credentials: Pupil Personnel Services Credential (PPSC)
Educational Leadership and Administration Credential

Work History:

May 2022-Present
Executive Director
Fresno Unified School District
Fresno, CA

Provide leadership and strategic vision to continue advancing African American (AA) and Black student achievement and necessary conditions for positive outcomes through highly effective districtwide programs and initiatives. Maintaining current programs, improving them, and creating new programs that continue to close the academic achievement gap for African American and Black students in Fresno Unified.

July 2019-Present
Vice Principal on Special Assignment
Fresno Unified School District
Fresno, CA

Responsible for improving student achievement for African American students. Provide for academic guidance, discipline, counseling and referrals to assist students to stay in school on target to graduate. Supports Black Student Unions at the elementary and secondary sites. Monitor programs for school improvement and monitor results to ensure the effectiveness of the programs in support of expanding practices proven to raise student achievement. Collaborate and communicate with outside agencies, District personnel, community members, parents, and others to coordinate services for school improvement.
August 2017-2019
Vice Principal
Fresno Unified School District
Fresno, CA

Responsible for improving student achievement for all students. Provide for academic guidance, discipline, counseling, and referrals to assist students to stay in school on target to graduate; provide data management and analysis of school level data on a routine basis in order to drive instruction for student success. Develop curriculum for professional learnings. Additional duties include advisor for the Black Student Union Club on campus, director and developer of cultural assemblies for entire student body, co-chair administrator for the Culture & Climate team.

February 2014-August 2017
Guidance Learning Advisor
Fresno Unified School District
Fresno, CA

Responsible for improving student achievement for all students. Provide for academic guidance, discipline, counseling and referrals to assist students to stay in school on target to graduate; provide data management and analysis of school level data on a routine basis in order to drive instruction for student success. Develop curriculum for professional learnings. Assisted with the development of the English Learner’s Masterplan. Additional duties include; advisor for the Black Student Union Club on campus, director and developer of cultural assemblies for entire student body, co-chair administrator for the Culture & Climate team and responsible for the development and execution of the school safety plan.

February 2012-February 2014
School Counselor
Fresno Unified School District
Fresno, CA

Provided professional development, trainings and coaching to school staff regarding effective classroom management and bullying prevention services. Responsible for implementation of system support programs which includes Second Step and Anti-Bullying Prevention. Performed a variety of administrative functions to meet the needs of students, families and school site. Coordinated family, school and community resources that promote student’s social development. Collected and utilized data to monitor progress of school wide activities. Provided individual and group counseling services to high-risk students to assist with social and emotional issues.

September of 2003-February 2012
Medical Social Worker
Fresno Community Medical Regional Center
Fresno, CA

Provide intensive case management services and conduct psychosocial assessments to high risk infants admitted to the Neonatal Intensive Care Unit. Provide direct services to parents to assist with discharge planning needs. Assist patients with how to cope with social and emotional issues. Provide grief counseling and connect patients to hospital and community resources. Additional responsibilities include working with antepartum and postpartum mothers. Assist patients with how to cope with social and emotional issues. Provide discharge planning services to patients in
regards to their treatment plan. Assist patients with out-patient needs such as hospice, home health, higher level of care (skilled nursing facilities), durable medical equipment, rehab, etc. Experience also includes crisis and trauma intervention in the Emergency Department.

April 2005- September 2008  
Social Work Supervisor/Youth Transitions Project Coordinator  
Fresno County Department of Children and Family Services,  
Fresno, CA  

Plans, organizes and oversees the implementation of the National Family to Family Youth Transitions Project as well as coordinates the activities required to achieve the project’s goals and objectives. Pursue revenue maximization strategies to enhance and support the project. Worked with community leaders to assess capacity for community based foster and probation youth services. Lead task force groups in strategic planning. Participated in community planning and development of new resources within the community. Oversee budget and responsible for grant writing and proposals submitted on a yearly basis. Supervised the Independent Living Program (ILP) unit which consist of six employees; Social Workers, Social Worker Aide and Youth Advocate. Set and enforces objectives for quality and quantity of work performed by unit.

April 2003-April 2005  
Social Work Practitioner  
Department of Social Services K-Six Program, Easterby Elementary School  
Fresno, Ca  

Provided intervention strategies for students and their families including counseling, case management, and support groups, crisis intervention. Worked collaboratively with teachers, administrators and other school staff regarding the social and emotional needs of students. Coordinated family, school and community resources that promoting student’s social development. Attended Student Study Team (SST) and Individual Education Plan (IEP) meetings. Assisted school administrators in developing creative strategies to improve attendance rates.

November 1997-April 2003  
Social Worker I, II, III  
Fresno County Department of Children and Family Services  
Fresno, Ca  

Provided intensive case management services to at-risk children and their families in Family Reunification, Voluntary Family Maintenance, Voluntary Family Maintenance CITE program, and the Independent Living Skills Program. Duties also included preparing court reports, making recommendations to the courts and linking children and families to various community agencies and services.

Current Community Affiliations:

Chapter Member, San Joaquin Valley Alumnae, Delta Sigma Theta Inc., Sorority,
April 2011-Present
Commissioner, Economic Opportunities Commission
January 2016-Present
Board Member, Black Students of California United
August 2016-2022
Court Appointed Special Advocate (CASA) Board of Directors
November 2019-2021
Marjaree Mason Center, Board
October 2018-2022
President's Advisory Board on African American Student Success
October 2017-Present

Awards:
2020-Marjaree Mason Top Ten Professional Women & Leading Business Award
2016- Association of California School Administrators (ACSA) Administrator of the Year
2015-African American Historical & Cultural Museum Passing the Torch Trailblazer Award
2014- Fresno Black Chamber of Commerce African American Business Women Award
2008-San Joaquin Valley Alumnae Delta Sigma Theta Sorority Inc. Trailblazer Award

Presentations and Trainings:
Presented at the California Association of School Counselors Fall Virtual Conference on Changing the Narrative: The African American Student Leadership Academy Cohort Fresno, CA 2020
Presented training for the Specialized Foster Parent Training Project on Permanency is Priceless Fresno, CA 2009
Presented training for the Specialized Foster Parent Training Project on Permanency is Priceless Fresno, CA, 2007
Presented at the 34th North American council on Adoptable Children (NACAC) on Family Finding Efforts for Youth in Congregate Care, Nashville, Tennessee 2007
Presented at the Title IV-E Student Day Conference on Supportive Services for Transitional Age Youth, Fresno, CA, 2006
Presented at the Family to Family State Conference on Improving Educational Outcomes for Foster youth, Long Beach, CA, 2006
Presented at the Family to Family National Conference on Improving the California Connected by 25 Initiative, Nashville, TN, 2006

Presented at the Let’s Talk Conference on Supportive Services for Foster Youth, Fresno, CA, 2006

Presented at the 33rd North American council on Adoptable Children (NACAC) on Family Finding for Foster and Probation Youth, Long Beach, CA, 2006

Presented training for the Specialized Foster Parent Training Project on ILP Transition Services/CC25I for Foster and Probation Youth, Fresno, CA, 2006

Presented for the Title IV-E Integrative Seminar for BSW Students at California State University of Fresno on Supportive Services for Foster and Probation Youth, Fresno, CA, 2006

The following persons have written letters of recommendation on my behalf:

Bryan Wells
Superintendent of Schools
Fresno Unified School District, Fresno, CA

Julie Severns
Administrator
Fresno Unified School District, Fresno, CA

Felicia Quarles-Treadwell
Administrator
Fresno Unified School District, Fresno, CA
Please give a statement of qualification/how you can contribute to Fresno EOC.

I have worked with individuals and families in overcoming poverty for the past 22 years. I worked as a social worker for the Department of Children and Family Services, Fresno County, for ten years. In addition, I worked for eight years as a medical social worker in the Maternal Child/Neonatal Intensive Care Unit at Fresno Community Regional Medical Center. I had the honor of being a part of the team that opened Gaston Middle School, located in West Fresno, where I served as one of the school administrators for six years. I am currently employed with Fresno Unified School District, the Office of African American Academic Acceleration (A4), as an Executive Director. A4 assists and supports school sites, departments, and leaders to close the achievement gap for African American/Black students.

I currently serve as a Commissioner for the Fresno Economic Opportunities Commission (EOC) and have served for the past eight years. In addition, I am a chapter member of San Joaquin Valley Alumnae Delta Sigma Theta Sorority Incorporated. I served as a member of the Board of Directors for the Marjaree Mason Center for four years, a member of the Court Appointed Special Advocate (CASA) Board of Directors for two years, a member of the Board of Directors for the Black Students of California United (BSCU). In addition, I served as Commissioner for First 5 Fresno County for six years, served seven years on the Advisory Council for Fresno Institute for Urban Leadership (FiFUL), was a Board Member for Tree Fresno, served as a member of the ABC30 Advisory Council, and was the Advisor for the Bullard High African American Parent Advisory Council for four years. My current and previous board appointments have given me extensive knowledge of governing boards.

As you can see from my work experience, my passion is advocating for underserved individuals and families of Fresno County. I have been a longtime advocate for marginalized communities and have built strong relationships at all local government levels to support and transform communities to change lives and advocate for individuals in our community access to Jobs, education, and, eventually, to become self-sufficient! With your help, I will continue to be the voice to ensure our community has a seat at the table when our local and state governments are distributing resources.
Fresno EOC IT Notice:
External Message. Think before you click!

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| Current Work Position / Title / Name of Organization | Vice Principal, Fresno Adult School- César Chávez Education Center
Fresno Unified School District |
| Resume Upload      | • TZ-Resume-2023.pdf |

List the reasons for your interest in Fresno EOC Board of Commissioners:

I am a product of the good things that can come out of the non-profit work whose focus is to support people in marginalized communities. Growing up in the rural areas of our Valley, it was through organizations such as EOC that services were made available to my family and community. These services, whether WIC, transportation or food giveaways, meant that we made it through the month. It is my turn to give back and continue building resources to serve our constituents with the most need. It is with dedication and conviction that I serve as an educational leader in our community, and plan on doing so as an elected EOC Board of Commissioner.
Current / Past membership in organizations / community groups / affiliations:

League for Mexican American Women- Member
State Center Adult Education Consortium- Board Member

Please give a statement of qualifications / how you can contribute to Fresno EOC:

For the last twenty years, I have served our community as a teacher in both rural and urban schools, as a school district leader in Fresno Unified and school administrator at Fresno Adult School "Cesar Chavez". Growing up in the rural areas of our Valley taught me first hand the value of organizations such as EOC that provide essential services to the most marginalized. These needs were only affirmed in my classrooms and while serving the families of my communities. Services such as WIC, transportation or food giveaways, meant that my family survived through the month- this need continues in our communities. Understanding the needs of our communities, capitalizing on the resources, and strategically pairing it with respect and sensitivity to serve our people are imperative qualities in a leader. It is with dedication, compassion and conviction that I serve as an educational leader in our community, and plan on doing so as an elected EOC Board of Commissioner.

If you wish to translate your statement into Spanish and/or Hmong, please provide it here:

En los últimos veinte años, he tenido la dicha de servir nuestra comunidad en áreas rurales e urbanas como maestra, como administradora en el distrito unificado de Fresno y como administradora en la escuela de Adultos César Chávez. Creciendo en áreas rurales de nuestro Valle Central, era gracias a el apoyo de organizaciones como EOC que mi familia recibía servicios esenciales. En ocasiones, éstos servicios significaban que podíamos pasar el mes sin hambre y con transporte a citas necesarias. Es con dedicación y convicción que sirvo a mi comunidad como líder educativa y planeo.

Reference 1:

Yesenia Carrillo, Attorney- Liebert Cassidy Whitmore Law Firm

Reference 2:

Raye Bunate, Retired Educator

Certification

I agree to the following statement.
I certify under penalty of perjury that the above is true and I hereby declare my candidacy for a seat as a commissioner on the board of the Fresno Economic Opportunities Commission representing my target area (as entered above) and that:
• I am or will be 18 years of age or older by the date of the election;
• I reside in the Target Area for which I am running;
• I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
• I have read and understand the Fresno EOC Commissioner Job Description and the Target Area Public Notice and have the capacity to serve;
• I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
• I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
• I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
• I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal,
state or local) with commission of any of the offenses above; and
• I have not had any public transactions (federal, state or local) terminated for cause or default during the
three years prior to the application.

Signature

[Signature]

Date of Signature

10/06/2023

You must upload documentation of age and residency:

• IMG_4707.jpg
• IMG_6316.jpg
**Credentials**

Administrative Services Credential  
Leadership Cohort XII, Fresno Unified School District  
California State University, Fresno  
Expiration: May 2024

Multiple Subject Teaching Credential  
Added Authorization: Elementary Spanish  
California State University, Fresno  
Expiration: May 2024

**Education**

Masters of Arts in Education: Educational Leadership & Administration  
Leadership Cohort XII, Fresno Unified School District  
California State University, Fresno  
2018

Early Childhood Education- Teaching Credential  
California State University, Fresno  
2007

Bachelor of Arts, Spanish  
California State University, Fresno  
2005

Associate in Arts, Liberal Arts  
College of the Sequoias, Visalia  
2003

**Professional Development**

Cultural Proficiency, Trainer of Trainer Certificate  
Dr. Delores and Dr. Randy Lindsey  
Oceanside, CA  
2019

Safe & Civil Schools, Training  
Randy Sprick  
Portland, OR  
2017

Restorative Practices In School Settings, Certificate  
Pacific University  
Stockton, CA  
2013

Math in a Common Core Classroom, Training  
Madera County Office of Education  
Madera, CA  
2013

NASA Pre-Service Teacher Institute, Science/Math/Technology Residency  
CA NASA Ambassador  
AMES Research Center  
Moffett Field, Ca  
2006

Spanish Interpreting & Translating in School Settings, Certificate  
California State University, Fresno  
Fresno, Ca  
2004

**Skills**

- Bilingual/ Biliterate (English/Spanish)  
- Business Management and Accounting  
- Data Analysis  
- Development/ Facilitation of Professional Learning  
- Excel, Power Bi, PowerPoint, Publisher, Word
PROFESSIONAL EXPERIENCE

Vice Principal II  
Fresno Adult School, Fresno Unified School District  
April 2022- Present

➢ Exemplify Leadership Standards
➢ Provide oversight and instructional leadership to the English as a Second Language (ESL), Citizenship, and CTE Departments
➢ Program development and oversight: Early Learning Center, Paraprofessional and Custodial Programs serving Language Learners
➢ Grant Writing, Reporting and Oversight: Workforce Innovation Opportunity Act (WIOA), California Adult Education Program (CAEP), USCIS Citizenship and Integration grant
➢ Use an equity lens in providing ongoing, timely and actionable instructional teacher feedback
➢ Analyze student/ staff data for program improvement, future projections, and planning.
➢ Serve on various committee groups & boards including: Central Valley Immigrant Integration Collaborative (CVIIC), San Joaquin College of Law, League for Mexican American Women, FUSD Latinx Celebration

Educational Consultant  
Praxis Lead Equity LLC  
February 2022- Present

➢ Use The Tools of Cultural Proficiency to lead educational leaders in assessing their practices to ensure equitable outcomes for historically marginalized people.

Manager II  
Department of Equity & Access, Fresno Unified School District  
July 2018- April 2022

➢ Regional Support Manager: support school administrators with data analysis, provide assessment/data analysis support for ELPAC, iReady and SBAC, SPSA planning, provide targeted support for students in Foster Care, Comprehensive Support & Improvement school supports.
➢ Cultural Proficiency (CulProf) Tier I & II Response Manager: created infrastructure for Culturally Proficient Practices in FUSD, developed professional learning CulProf modules for Management, Certificated and Classified staff groups, supported departments and schools with CulProf training, equity plan development; issues of disproportionality, diversity, equity and inclusion.
➢ CulProf Trainer of Trainer: used the Multi-tiered System of Supports (MTSS) model to develop a professional learning model for FUSD leadership
➢ Student Voice Collaborative- developed the model and provided oversight, collaborated with the Superintendent and interdepartmentally to address issues of disproportionality, race and social justice affecting historically marginalized student groups, provide quarterly reporting to the Board via presentations and Board Communications.
➢ Diversity, Equity, & Inclusion Praxis Collaborative Lead Advisor: Develop CulProf professional learning modules, create a system to reach 10,000 employees with CulProf training, provide individualized support to departments and school sites with issues related to diversity, equity and inclusion.
➢ Led the adoption of Board Policy 0415: Diversity, Equity, & Inclusion- developed and led diverse student & parent focus groups for policy input, conducted policy related research. Policy adopted in 2019.
➢ Utilized the cycle of continuous improvement to plan, progress monitor and lead programs.
PROFESSIONAL EXPERIENCE CONT.

**Spanish-Native Speakers, ELD, Folkloric Dance and Forensics Teacher**  
Jan. 2015- June 2018  
*Gaston Middle School, Fresno Unified School District*  
Additional Assignments: Accountable Community Lead Teacher, School Climate & Culture Committee Member, Founder/Advisor of Voices Unidas (College/Career Readiness Club), and New Teacher Mentor.

**3rd and 6th Grade Teacher**  
2012-Dec. 2014  
*M McCabe Elementary, Mendota Unified School District  
Teague Elementary, Central Unified School District*  
Additional Assignments: Mathematics, Engineering, Science Achievement (MESA) Advisor, Science Olympiad Advisor, Develop modules for parent engagement, GATE Training

**Keynote Speaker: “Language Learning in Mathematics Instruction”**  
2013  
*University of Colima, Colima Mexico*  
Address Mexican National pre-service teachers alongside educators from across the world during the annual Pre-service Conference.

**Project Specialist**  
2008- 2012  
*Migrant Education Program-Fresno County Office of Education*  
Administer/Develop Curriculum for Middle School Outdoor Camps, Provide oversight for Literacy Intervention Programs across Fresno County, Oversee Summer College Awareness Programs, Develop Professional Learning Modules, Provide oversight and district support during Federal Audits.

---

**Professional References**

Carlos Castillo, Fresno USD  
Chief of Equity & Access

Felicia Quarles Treadwell, Fresno USD  
Human Resources Director

Lindsay Sanders, Fowler USD  
Superintendent

Pete Flores Ed.D., Praxis Lead Equity LLC  
Chief Executive Officer
Staff recommends review and approval of the following Community Sector applicants.

A. James Martinez – Fresno Reel Pride
B. Bruce McAlister – West Fresno Faith Based Organization
C. Jimmie Rodgers – Association of Black Social Workers
D. Manuel Romero – Centro La Familia Advocacy Services

Background
On an annual basis, the Commission holds a Board Election for the expiring terms.

Per the agency Bylaws: “Community Sector Commissioners may consist of representatives of business, industry, labor, religious, law enforcement, youth, education, social services, and/or multicultural organizations that can contribute or mobilize economic and human resources, ethnic and racial diversity and balance to the Commission as a whole, and is supportive of the mission and objectives of the agency.”

Other Applications Received:
A. Mayra Campa – Denied due to incomplete application.

Fiscal Impact
None.

Conclusion
If approved by the Committee, the recommended applicants will move forward for full Board consideration at the December 7, 2023 Commission Meeting to start their two-year term effective January 1, 2024.
Agency - Community Sector Rep Nomination Form:
Entry # 37940

Name

Jame Daniel Martinez

Address

[Redacted]

Map It

Email Address:

[Redacted]

Number of years as a Fresno County resident:

[ ]

Organization representing:

Reel Pride Film Festival

Organization address:

[Redacted]

Map It

Your Cellular Phone:

[Redacted]

Date of Birth:

[Redacted]

Age:

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Current Work Position / Title / Name of Organization:

Director of Operation, Associated Student Inc., Fresno State

Resume Upload:

- Jame Resume 2023 1.pdf

Relevant experience including current / past board service:

COMMUNITY SERVICE
- Commissioner, Fresno County Economic Opportunities Commission - 3 years
- Board Member, Fresno Reel Pride Film Festival - 3 years
Agency Community Sector Rep Nomination Form: Entry # 37940

- USC LGBTQ+ Lambda Alumni Association - 3 years
- Elected Trustee, Area 3, Fresno County Board of Education - 3 years

How will the organization and you be an asset to Fresno EOC?

Fresno Reel Pride and Fresno EOC share the same core values and principles, particularly with the Fresno EOC Resource Center by working collaboratively to increase awareness of the LGBTQ+ community, provide supportive services to enhance the health and well being of individuals of all ages in the LGBTQ+ community, while educating and informing the greater community through film.

List the reasons for your interest in Fresno EOC Board of Commissioners:

As someone who grew up in a single parent, low income household, who's mother used some of the programs EOC provides, such as WIC, I feel it is incumbent upon me to ensure others paths are easier for them than it was for me. As a result, I have dedicated my professional career, through various community positions in government and the non-profit sector to accelerate change, work towards greater equity and inclusion for marginalized and underserved communities, while providing those communities a voice and seat at the decision making table. As a firm believer that representation and visibility matters, we need advocates who will be champions to establish and implement effective programs and services to achieve our ultimate goal of ending the war on poverty and more.

List the reason for your organization’s interest in Fresno EOC Board of Commissioner

Fresno Reel Pride and Fresno EOC have collaboratively worked to increase awareness of the LGBTQ+ community as EOC has sponsored the Fresno Reel Pride Film Festival, Fresno's Annual Pride Parade, and is an essential partner in providing organizational support for LGBTQ+ causes and initiatives.

Any close relative employed by Fresno EOC?

No

I have an economic interest in Fresno EOC?

No

Certification

I agree to the following statement.

I certify under penalty of perjury that the above is true and that
- I am or will be 18 years of age or older by the date of my appointment;
- I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
- I have read and understand the Fresno EOC Commissioner Job Description and have the capacity to serve;
- I understand that there is a mandatory training for new commissioner in January and a board retreat in March;
- I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
- I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of record, making false statement, or receiving stolen property;
- I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses above; and
- I have not had any public transactions (federal, state or local) terminated for cause or default during the three years prior to the application.
Agency  Community Sector Rep Nomination Form :
Entry # 37940

Signature

\[signature\]

Date of Signature

09/26/2023

You must upload a resolution of support from the agency/organization/group you propose to represent.

- [James-Martinez-2023-EOC-CERTIFICATE-OF-CORPORATE-RESOLUTION-QF5814.pdf](https://fresnoeoc.org/?gf_page=print-entry&fid=34&lid=37940&notes=1)

Notes

Admin Notification (ID: 6067435fa22ca)

added September 26, 2023 at 1:32 pm

WordPress successfully passed the notification email to the sending server.

Confirmation email (ID: 615b46d094e8d)

added September 26, 2023 at 1:32 pm

WordPress successfully passed the notification email to the sending server.

Confirmation email (ID: 615b46d094e8d)

added 6 mins ago

WordPress successfully passed the notification email to the sending server.

Confirmation email (ID: 615b46d094e8d)

added 5 mins ago

WordPress successfully passed the notification email to the sending server.

Admin Notification (ID: 6067435fa22ca)

added 3 mins ago

WordPress successfully passed the notification email to the sending server.
RESOLUTION OF
F.I.G.L.E.A.F. EDUCATIONAL FESTIVAL d.b.a. FRESNO REEL PRIDE,
a California 501 (C)(3) Corporation

A Meeting of the Board of Directors was duly held the 19th day of September 2023; at which were present a voting majority of all members of the Board of Directors of said Corporation. Upon motion, second and unanimous vote of said Board of Directors, the following resolution was duly and regularly passed:

WHEREAS: The mission of Fresno Reel Pride is to increase the awareness of the LGBTQ+ community through the exhibition of film, exploring LGBTQ+ themes at an annual festival in Fresno. Fresno Reel Pride works to produce a major cultural and educational event for the entire Central Valley community designed to enhance community acceptance and understanding of LGBTQ+ issues, while adding to the diversity of a culturally rich city.

WHEREAS: Through a broad continuum of advocacy, education, outreach and collaboration, Fresno Reel Pride has continued working to address such issues as: LGBTQ+ youth suicide prevention; violence toward LGBTQ+ and non-cis(gendered) individuals; homelessness among LGBTQ+ youth; Immigration issues impacting the LGBTQ+ population in the Central Valley and the State of California.

WHEREAS: Fresno Reel Pride, as a LGBTQ+ community organization strives to create, engage and promote a systemic atmosphere of awareness and change through partnership and outreach.

WHEREAS: James D. Martinez has been an active member and participant within said organization and an active community partner for over a decade. Mr. Martinez has served in his capacities and responsibilities to identify, fund and promote relationships that enable the mission of Fresno Reel Pride.

RESOLVED: That said Corporation by and through its Board of Directors ratifies, approves and adopts that Mr. James D. Martinez has been authorized to submit an application for consideration to the position of community liaison to Fresno Economics Opportunities Commission, for and on behalf of said Corporation.

DATED: This 20th day of September, 2023.

F.I.G.L.E.A.F. EDUCATIONAL FESTIVAL dba FRESNO REEL PRIDE, a California Corporation

____________________________________
Kathleen Arambula-Reyna, Board President

Fresno Reel Pride Film Festival
PROFESSIONAL EXPERIENCE

Associated Students Inc. (ASI) California State University, Fresno
Fresno, California
Director of Operations September 2020 – Present

• In this position, the Director of Operations primary duties and responsibilities include but are not limited to: collaborate and consult with the Executive Team, assures that the organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress;
• Responsible for the daily administrative function of ASI; oversees and manages all organizational matters including, but not limited to: fiscal management, student training and development, personnel and program management, and strategic planning;
• Direct, train and evaluate full-time and part-time staff members. Promote leadership and encourage staff development. Recruits, trains and provides performance counseling and disciplinary actions when necessary;
• Work with the Vice President of Finance in preparing a budget for consideration; see that the organization operates within budget guidelines. Makes revenue projections and monitors expenditures. Monitors current year budget to ensure expenditures are allowable and within the approved budget.
• Ensures organizational compliance with University, California State University, State of California, and ASI regulations, policies and procedures relevant to ASI;
• Reviews and advises the Executive Team on appropriate contracts for operations, maintenance, rental, purchasing, etc. with the Executive Team having the final decision making authority;
• Oversees programs and services (such as club accounts), makes recommendations by researching and analyzing changing needs; identify and anticipate service trends. Develop, modify and evaluate program goals and objectives;
• Maintains continuity and cohesion by overseeing student development and trainings. Ensures timely and efficient transitions for student administrations including the orientation of incoming officers;
• Establishes and maintains transparent communication and working relationships with campus administration, community organizations, the student body, and members of the public in alignment to ASI mission;
• Provides final approval of all communications and media relations including public relations utilizing social networking, newspapers, magazines, promotional materials, radio programs and Bulldog Blog operations prepared by ASI staff members;
• Prepares correspondence, memoranda, and reports such as SWOT analysis, strategic plans, goals and accomplishments; reviews finished materials for completeness, accuracy and format, compliance with policies and procedures and appropriate English usage;
• Manages the entire election process, working with an external organization on Election Day to obtain the results to ensure confidentiality and neutrality of the process.

Office of California State Senator Melissa Hurtado, District 14
Fresno, California
District Representative March 2020 – September 2020

• In this position, the District Representative’s primary duties and responsibilities include but are not limited to: act as a liaison between the Senator and constituents, district organizations, local governments, and state agencies;
• Monitor local issues, especially those involving state agencies and keep the Senator and Chief of Staff apprised through the District Director;
• Articulate the Senator’s position on legislative issues that affect the district through verbal and written communication;
• Brief the Senator in preparation for district meetings with constituents, community leaders and other stakeholder groups, as well as acting as the representative for the Senator by attending district-related events and meetings;
• Review and remain knowledgeable of district issues by reviewing media sources and constituent input on a daily basis, attend community meetings and events;
• Responsible for drafting and sending letters to constituents, district organizations, and community leaders.

Office of United States Senator Kamala Harris
Fresno, California
Associate Field Representative
January 2019 – March 2020

• In this position, the Field Representative’s primary duties and responsibilities include but are not limited to: supporting the regional district director in developing and maintaining relationships with key regional stakeholders, including elected officials, business leaders, community advocates, and faith leaders among others;
• Identify and flag hot-button issues throughout the Central Valley and Central Coast region before they arise and provide recommendations for potential engagement and outreach if appropriate;
• Support the execution of events, speaking engagements, briefings for the Senator, State Director, Deputy State Director, and/or District Director in the Central Valley and Central Coast as directed;
• Attend and schedule meetings with local government agencies and community-based organizations, as directed by the District Director;
• Deliver speeches at relevant events in the Central Valley and Central Coast when the Senator, State Director, Deputy State Director, and/or District Director cannot be present, pending approval;
• Prepare letters of support for grant applications for federal funding and other correspondence on behalf of key regional stakeholders in the Central Valley and Central Coast;
• Perform special projects assigned by the State Director, Deputy State Director and/or District Director.

Staff Assistant
July 2017 – December 2018

• The Staff Assistant’s essential role is serving as the office’s main liaison with constituents by greeting visitors, answering the telephone, handling mail and other incoming communications, and responding to constituent requests for general information, tours, and other inquiries. This position also oversees the administrative functions of the office and coordinates the office’s internship programs. Additionally, this position also monitors delivery and pickup of materials, maintains the front office, and assists with various administrative, casework, and legislative duties;
• Draft correspondence, periodic reports and memos pertaining to a variety of issues concerning the Central Valley region including, but not limited to: infrastructure, High-Speed Rail, water and agriculture, immigration reform and forest management among others;
• Act as the one of two representatives for the Senator for the Central Valley and Central Coast to local, state and federal officials and other persons or groups to form effective relationships for the Senator. Duties included answering casework correspondence, meeting with constituents, verbal communications with constituents, and serving as a liaison with federal, district, and local agencies.

Saint Agnes Medical Center
Fresno, California
Administrative Assistant: Patient Care Informatics Department
January 2015 – July 2017

• The Administrative Assistant’s essential role is supporting departmental projects and activities using effective communication with the Clinical Informatics team and Senior Leadership, Directors, Managers, Physicians, and colleagues within the enterprise.
• Coordinate meeting arrangements and schedule room preparation; coordinate and notify meeting participants, prepare and provide meeting agendas, and prepare packets/handouts or other materials as needed in a professional, timely and concise manner;
• Record, transcribe and distribute meeting minutes, and other follow-up material as appropriate;
• Assist in maintenance of databases for project milestones and process flows, as well as perform scanning duties and other data entry projects as requested. Maintain high level of accuracy with respect to data entry and reporting;
• Complete other duties as assigned to fulfill department needs.

Cary Catalano for Fresno City Council – District 1
Fresno, California
Field Director
April 2014 – November 2014

• The Field Director’s essential role includes, but is not limited to: assisting in the coordination of voter and volunteer outreach efforts;
• Supervise, train and scheduled campaign volunteers;
• Assist in the execution of campaign strategy and assembled campaign material while giving direction to volunteers, staff and the candidate when out in the field;
• Draft correspondence, email blasts and social media posts to campaign supporters, key constituencies, stakeholder groups and voters;
• Administrative duties: answering phones, filing, data entry, event planning, scheduled meetings and conference calls

**Office of United States Senator Barbara Boxer**  
Fresno, California  
Staff Assistant  
- The Staff Assistant’s primary responsibilities and duties include, but are not limited to: assisting constituents with questions regarding a variety of issues including, but not limited to: foreclosures, international adoptions, passport applications, state and city/county matters;
- Draft correspondence and reports pertaining to a variety of issues concerning the Central Valley region;
- Schedule meetings, conference calls, and greeting individuals, community groups and key stakeholders who visit the office;
- Supervise, train and schedule interns;
- Perform any and all administrative duties: including answering phones, filing, data base entry among others.

**Starbucks Coffee Company**  
Fresno, California  
Barista  
August 2007 – September 2012

**City of Fresno, City Council**  
Fresno, California  
District 1 Hon. Tom Boyajian  
Council Assistant  
- Drafted certificates of recognition, draft reports pertaining to the issues concerning District One.
- Supervised, trained, and scheduled interns
- Administrative duties: answering phones, filing, data base entry

**COMMUNITY SERVICE**
- Commissioner, Fresno County Economic Opportunities Commission  
  November 2020- Present
- Board Member, Fresno Reel Pride Film Festival  
  March 2021 – Present
- USC LGBTQ+ Lambda Alumni Association  
  January 2021 - Present
- Elected Trustee, Area 3, Fresno County Board of Education  
  December 2020 - Present

**AWARDS AND COMMUNITY RECOGNITION**
- Business Street’s 40 Under 40, Class of 2019  
  December 2019

**EDUCATION**
- **Fresno City College**  
  August 2004-2007
- **Fresno City College Study Abroad Program: London, U.K.**  
  January 2005 – May 2005
- **California State University, Fresno**  
  Bachelor of Arts in Political Science  
  August 2007 - June 2010
- **University of Southern California**  
  Master of Arts in Communication Management  
  June 2016 - May 2018
**Fresno Economic Opportunities Commission**

**COMMUNITY SECTOR REPRESENTATIVE NOMINATION FORM**

This signed form and documentation must be submitted/postmarked by **OCTOBER 6, 2023** along with a resolution of support for this 2-year term from the agency, organization or group you are representing signed within 60 days of the due date. If the organization is a public entity, submit a letter from an authorized official.

### Applicant Information

**Full Name:** McAlisten Bruce

**Home Address:**
- **Street Address:**
- **City:**
- **State:**
- **Postal Code:**

**Primary Phone:**
**Alternate Phone:**

**Email:**
**Date of Birth:**

### Organization Representing

**Organization Name:** West Fresno Faith Based

**Organization Address:**
- **Street Address:**
- **City:**
- **State:**
- **Postal Code:**

**County Resident:**

**# Years as a Fresno EOC Resident:** 50

### This signed nomination form may be submitted in the following ways:

<table>
<thead>
<tr>
<th>Method</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>By Mail:</strong></td>
<td>Postmarked by due date</td>
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<tr>
<td><strong>By E-Mail:</strong></td>
<td>By 11:59 PM on the due date</td>
</tr>
<tr>
<td><strong>Hand Delivered:</strong></td>
<td>By 5:00 PM on the due date</td>
</tr>
</tbody>
</table>

Fresno EOC Elections Office
Post Office Box 992
Fresno, CA 93714

Elections@Fresnoec.org

Fresno EOC
1920 Mariposa Street, Suite 300
Fresno, CA 93721

### Employment

**Employer:** Saint Community Church

**Job Title:** Pastor

**Address:**
- **Street Address:**
- **City:**
- **State:**
- **Postal Code:**

*Please attach resume to this application*

### Qualifications

Briefly explain why are you interested in serving on the EOC Board of Commissioners?

I am interested in serving on the EOC Board because it gives an opportunity to represent the EOC programs to a broader part of the faith community.
List your current and past membership in organizations / community groups / affiliations.

Board member of West Fresno Ministerial Alliance
Board member Evangelicals For Social Action, Board member Calvary Chapel
Trusted A VOICE, Member of Association of Black Social Workers, EOC Commissioner

How will the organization and you be an asset to Fresno EOC?
Because of the involvement with so many groups that impact the Faith community, I will have the chance to continue ordering various groups about the wonderful service of EOC.

List the reasons your organization is interested in Fresno EOC Board of Commissioners:
My organization is interested in Fresno EOC Board of Commissioners because as part of the Faith community, we can have a direct link to policies and procedures that affect the African American by EOC.

References

Reference 1:
Name: Rev. Booker Lewis
Organization: Rising Star Baptist Church
Phone Number: 
Position: President of WFFBO

Reference 2:
Name: Bishop Paul Binnion
Organization: Westside Church of God
Phone Number: 
Position: Pastor

Disclaimer and Signature

I certify under penalty of perjury that the above is true and that:

- I am or will be 18 years of age or older by the date of my appointment;
- I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
- I have read and understand the Fresno EOC Commissioner Job Description and have the capacity to serve;
- I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
- I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
- I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses above; and
- I have not had any public transactions (federal, state or local) terminated for cause or default during the three years prior to the application.

Signature: Bruce E. McAlpin
Date: 9-26-23

MUST ATTACH A RESOLUTION OF SUPPORT FROM THE AGENCY/ORGANIZATION/GROUP PROPOSE TO REPRESENT.

RECEIVED
SEP 27, 2022
FRESNO EOC/EXECUTIVE OFFICE

Community Sector Representative Form | 2
To: Fresno Economic Opportunities Commission  
Attn: Community Sector Representative Nominations  
P.O. Box 992  
Fresno Ca. 93714

From: Booker T. Lewis II, President WFFBO

Subject: Board Resolution regarding Appointment to the Fresno EOC Board of Commissioners

Dear Community Sector Representative Nominations Committee,

West Fresno Faith Based Organization is unanimously submitting this resolution to reappoint Pastor Bruce McAlister, Pastor of the Saints Community Church of God in Christ, as our community sector representative to the Board of Commissioners for the Fresno Economic Opportunities Commission for the 2024-2025 term.

We still believe that it is imperative that we continue our relationship with EOC as we continue to work together to improve the quality of life for West Fresno residents.

Pastor Bruce McAlister continues to be an integral part of our work in West Fresno and across our city. He is a major contributor to building projects through our organization directly related to the economic development of people in our most vulnerable neighborhoods.

We have every confidence that Pastor McAlister will continue his legacy of impeccable representation with integrity and compassion for our community. He will continue to be a great supporter of programs and activity in our community that brings helpful assistance to improving the quality of life and dignity of those who reside in this great valley.

We therefore submit this resolution, effective this 26th day of September 2023, recommending Pastor Bruce McAlister be reappointed to the Fresno EOC Board of Commissioners.

Respectfully Submitted,

Rev. Booker T. Lewis II, President WFFBO

"To advance the health, social, and economic development of West Fresno Neighborhoods through dialogue, advocacy, collaboration and join action between people of faith and the community to improve socio-economic conditions"
Fresno Economic Opportunities Commission

COMMUNITY SECTOR REPRESENTATIVE NOMINATION FORM

This signed form and documentation must be submitted/postmarked by OCTOBER 6, 2023 along with a resolution of support for this 2-year term from the agency, organization or group you are representing signed within 60 days of the due date. If the organization is a public entity, submit a letter from an authorized official.

Applicant Information

Full Name: Rodgers Jiniwe (Jini)

Last
First
M.I.

Home Address:

Street Address

Apartment/Unit #

City
State
Postal Code

Primary Phone: Alternate Phone:

Email: jiniwe@fresnoeoc.org

Date of Birth:

Organization Representing

Organization Name: Fresno Association # Years as a Fresno County Resident: 32 years

Organization Address:

Street Address
City
State
Postal Code

This signed nomination form may be submitted in the following ways:

By Mail:
Postmarked by due date

By E-Mail:
By 11:59 PM on the due date

Hand Delivered:
By 5:00 PM on the due date

Fresno EOC Elections Office
Post Office Box 992
Fresno, CA 93714

Elections@Fresnoeoc.org

Fresno EOC
1920 Mariposa Street, Suite 300
Fresno, CA 93721

Employment

Employer: Fresno Unified School District
Job Title: Retired Head Counselor

Address:

Street Address
City
State
Postal Code

*Please attach resume to this application*

Qualifications

Briefly explain why are you interested in serving on the EOC Board of Commissioners?

SEE ATTACHMENT

Community Sector Representative Form | 1
List your current and past membership in organizations / community groups / affiliations.

SEE ATTACHMENT

How will the organization and you be an asset to Fresno EOC?

SEE ATTACHMENT

List the reasons your organization is interested in Fresno EOC Board of Commissioners:

SEE ATTACHMENT

References

Reference 1:
Name: Dora Heald
Organization: EUSD & CSU Fresno
Position: Retired
Phone Number: [Redacted]

Reference 2:
Name: Robin Snowden
Organization: EUSD
Position: Vice Principal
Phone Number: [Redacted]

Disclaimer and Signature

I certify under penalty of perjury that the above is true and that:
- I am or will be 18 years of age or older by the date of my appointment;
- I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
- I have read and understand the Fresno EOC Commissioner Job Description and have the capacity to serve;
- I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
- I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
- I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses above; and
- I have not had any public transactions (federal, state or local) terminated for cause or default during the three years prior to the application.

Signature: [Signature]
Date: 10-1-2023

MUST ATTACH A RESOLUTION OF SUPPORT FROM THE AGENCY/ORGANIZATION/GROUP PROPOSE TO REPRESENT.
Community Sector Representative Nomination Form

Interests in Serving on FEOC board

- The mission of FEOC is to end poverty in Fresno County
- This mission statement align with my own vision of ending poverty through
  1. Assisting families first with basic needs of food, clothing & shelter.
     a. Education through EHS, HS, SOUL and other post-secondary options
     b. Job training – VAC, Conservation Corp
     c. Affordable and safe housing
     d. Still believe I have much to offer. FEOC has my love, passion, commitment, and expertise to serve all individuals in Fresno County

List current and Past Organizations

- Current
  1. Current member of FEOC Board of Commissioner for 22 years
  2. Served as HR and Bylaws Chairperson
  3. SOUL Advisory board for 22 years
  4. Saints Community COGIC – Wellness Chairperson & Co-chair Scholarship Committee
  5. Fresno Association of Black Social Workers (Treasurer)
  6. California Association of Black Social Workers (Secretary 2024)
  7. National Association of Black Social Workers
  8. Heritage Quilters- Founding member. Coordinate scholarship for high students in Fresno County.

- Past
  1. United Negro College Fund
  2. Babies First
How will the FABSW and I be an asset FEOC

- The membership reside in all parts of Fresno County
- Educational Level is from Bachelor to Doctorate Degrees
- Members are employed in the education (K-12, SCCCD, CSUF).
- Members are Licensed Clinical Social Workers, Mental Health Clinicians, Veterans
- Conducted and participated in numerous mental health and suicide Prevention Workshops

Reason FABSW is interested in FEOC

- Fresno EOC Programs
  1. Education  EHS, HS, SOUL
  2. Training and Employment
  3. Health Services
  4. Housing
  5. Food and nutrition
Fresno Chapter Association of Black Social Workers

RESOLUTION

Whereas, Jimi Rodgers has served the Community of Fresno through active participation as a Fresno Economic Opportunities Commissioner and has served on various committees (School of Unlimited Learning, Head Start, Human Resource, By-Laws) for the past 22 years.

Whereas, Jimi has dedicated many volunteer hours of service to the Fresno Community through membership in the local, state, and national chapters of the Association of Black Social Workers and participating in the donations of baby quilts for the infants at Fresno Regional Community Hospital.

Whereas, Jimi maintains active membership in Saints Community Church of God in Christ and serves on the Education and Scholarship committees to assist students in the church and throughout Fresno County with the necessary resources to attend any post-secondary program. The past two years, Jimi has served in a leadership capacity for the Wellness and Social Service Committees meeting the needs of all members of Saints Community COGIC.

Whereas, Jimi is a member of Heritage Quilter and coordinates their scholarship program and community project geared to teach young students basic sewing and design skills needed to enter artistic design programs.

Whereas, Jimi retired after 23 years of employment with Fresno Unified School District as Head Counselor at Fresno High and was and still is committed to improving the educational needs of all children throughout Fresno County.

Whereas, There exist a vacancy on the Fresno Economic Opportunities Commission and Mrs. Rodgers has served as a board member and expressed a desire to continue serving her community by working towards reducing the poverty level in Fresno County through services on the FEOC Board.

There for, Be it resolved that the Fresno Chapter of the Association of Black Social Workers place in nomination the name of Jimi Rodgers to fill the Community Sector Representative vacancy on the Fresno Economic Opportunities Commission.

Member Resolution No. 27

Dated the 9th of September, 2023

Dr. Arrie Smith

President

Fresno Chapter Association of Black Social Workers
COMMUNITY SECTOR REPRESENTATIVE NOMINATION FORM

This signed form and documentation must be submitted/postmarked by OCTOBER 6, 2023 along with a resolution of support for this 2-year term from the agency, organization or group you are representing signed within 60 days of the due date. If the organization is a public entity, submit a letter from an authorized official.

Applicant Information

Full Name: ROMERO MANUEL

Home Address: [Redacted]

Street Address

City

State

Postal Code

Primary Phone

Alternate Phone

Date of Birth

Organization Representing

Organization Name: Centro La Familia Advocacy
Essay: County Resident # Years as a Fresno County Resident

Organization Address: [Redacted]

Street Address

City

State

Postal Code

This signed nomination form may be submitted in the following ways:

By Mail:
Postmarked by due date

By E-Mail:
By 11:59 PM on the due date

Hand Delivered:
By 5:00 PM on the due date

Fresno EOC Elections Office
Post Office Box 992
Fresno, CA 93714

Elections@Fresnoec.org

Fresno EOC
1920 Mariposa Street, Suite 300
Fresno, CA 93721

Employment

Employer: Centro La Familia Advocacy
Job Title: Human Resources Director

Address: [Redacted]

Street Address

City

State

Postal Code

*Please attach resume to this application*

Qualifications

Briefly explain why are you interested in serving on the EOC Board of Commissioners?

SEE ATTACHMENT

Community Sector Representative Form | 1
List your current and past membership in organizations / community groups / affiliations: 

See Attachment

How will the organization and you be an asset to Fresno EOC? 

See Attachment

List the reasons your organization is interested in Fresno EOC Board of Commissioners: 

See Attachment

References

Reference 1: 
Name: MARGARITA ROCHA 
Organizational: CENTRO LA FAMILIA ADVOCACY 
Position: Executive Director
Phone Number: [Redacted]

Reference 2: 
Name: MARC YOUNG 
Organizational: INDUSTRY STANDARD FAR 
Position: President/Chief Consultant
Phone Number: [Redacted]

Disclaimer and Signature

I certify under penalty of perjury that the above is true and that:

- I am or will be 18 years of age or older by the date of my appointment;
- I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
- I have read and understand the Fresno EOC Commissioner Job Description and have the capacity to serve;
- I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
- I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
- I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses above; and
- I have not had any public transactions (federal, state or local) terminated for cause or default during the three years prior to the application.

Signature: [Signature] 
Date: 9/29/2023

MUST ATTACH A RESOLUTION OF SUPPORT FROM THE AGENCY/ORGANIZATION/GROUP PROPOSE TO REPRESENT.
Briefly explain why are you interested in serving on the EOC Board of Commissioners

I have dedicated my life to helping the poor and serving on the EOC Board will be a tremendous opportunity to put my experience, both work and personal, to work on behalf of EOC’s client population. I am the son of migrant farmworkers, the third youngest in a family of 10 children, raised in Lamont, a small farmworker community in Kern County. I am fluently bilingual in English/Spanish and a strong advocate with excellent communication skills. I strongly support EOC’s programs, and it would be an honor to represent Centro and serve alongside EOC’s dedicated board members.

List your current and past memberships in organizations / community groups / affiliations

I am currently in charge of Human Resources at Centro la Familia. I served as the HR Director for Central California Legal Services for over 20 years as well as serving a dual role of the Deputy Director of Administration the last 5 years. I previously served for many years on Centro La Familia's Board of Directors, the Hispanic Commission on Drug and Alcohol Abuse, and the Board of the Sequoia Community Health Clinic. I also volunteer my time and services on a pro bono basis to assist local non-profit organizations with management questions as they arise.

How will the organization and you be an asset to Fresno EOC*?

Centro La Familia serves low income Fresno County residents with a wide variety of services. Like EOC, Centro works in both urban and rural areas. I have many years of experience in executive leadership positions and a member of the organization’s leadership team, and am committed to using my experiences to help advocate for the low income residents of our area I have served these many years.

List the reasons your organization is interested in Fresno EOC Board of Commissioners:

Centro la Familia believes strongly in collaboration to improve the lives of the people it serves. Centro has a long history of successful community involvement and believes in providing the best possible resources by recruiting, training, and retaining committed staff members. Centro believes that having a representative serve on EOC’s Board will cross-pollinate two similar, but different organizations, resulting in better outcomes for both organizations.
A RESOLUTION OF THE EXECUTIVE COMMITTEE OF CENTRO LA FAMILIA ADVOCACY SERVICES AUTHORIZING SUBMISSION OF NOMINATION TO THE BOARD OF COMMISSIONERS OF THE FRESNO ECONOMIC OPPORTUNITIES COMMISSION

BE IT RESOLVED by the Executive Committee of Centro La Familia Advocacy Services as follows:

Authorization is hereby given to submit the nomination of Manuel Romero, Human Resources Director of Centro La Familia Advocacy Services, to the Board of Commissioners of the Fresno Economic Opportunities Commission (EOC).

A copy of this Resolution may be filed with the Board Secretary of Fresno EOC in satisfaction of the nomination condition demonstrating authorization by Centro La Familia Advocacy Services.

CERTIFICATION

The foregoing Resolution was passed and adopted by the Executive Committee of Centro La Familia Advocacy Services on September 30, 2023.

Bob Solis, Board Chair
Centro La Familia Advocacy Services
SUMMARY OF EXPERIENCE

- **Over three years** at Centro La Familia Advocacy Services (CLFA) as Human Resources Director
- **Twenty-six years of experience** at Central California Legal Services (CCLS) as a Law Student Intern, Law Graduate/Advocate, Project Director, Fresno Heath Consumer Center, Special Projects Director, Human Resources Director and Director of Administration
- **Education**: Juris Doctorate, Bachelor of Science Business Administration degree with an emphasis in Personnel Management and Industrial Relations
- **Class of 2014-15 OneJustice Executive Fellowship**, non-profit management training
- **Proven record of developing and implementing successful projects**
  o HRIS and Case Management System
  o CCLS's first Personnel Policy and Procedures Manual
  o Fresno Health Consumer Center, a project of CCLS

PROFESSIONAL EXPERIENCE

**CLFA Human Resources Director**: 8/17/2020-Present

*Relevant duties and responsibilities include but not limited to:*
- Reporting to the Executive Director, responsible for overall management and direction of the human resource department and personnel administrative areas of the organization
- Ensure compliance with the requirements of pertinent federal, state statutes, regulations, policies and procedures of the organization and its Board of Directors
- Implement and oversee the organization's HRIS personnel, timekeeping and payroll system
- Other duties as assigned

**CCLS Director of Administration**: 12/25/2015-9/12/2019 (RETIREDE)

*Administration:*
- Supervision of senior administrative management team and other CCLS staff as needed. The Fiscal, IT and HR Director reported to the Director of Administration
- Participated in management, and Board of Directors meetings as required
• Administration of CCLS Benefits: collaborated with insurance brokers to secure required insurance benefits packages for CCLS and its employees
• Oversaw the Worker's Compensation benefits program
• Participated in Collective Bargaining negotiations
• Responsibility for submitting yearly reports to CCLS' largest funder, Legal Services Corporation
• Performed additional duties as assigned by the Executive Director

Financial Management:
• Participated in weekly update meetings with the Fiscal Director, Legal Director and Executive Director
• Reviewed and approved all CCLS purchases to ensure compliance with funding sources

Human Resources:
• Oversaw the human resources department. Ensured that all personnel policies and practices were applied and administered correctly, and that the organization adhered to the Collective Bargaining Agreement and all applicable State and Federal laws and regulations. Implemented and administered the CCLS web based timekeeping program (HRIS-OnePoint)
• Oversaw employee evaluations
• Oversaw employee personnel files
• Supported team leaders/managers with routine, day to day HR questions/matters.
• Participated and conducted HR investigations and dealt with DFEH and EEOC complaints
• Conducted new employee orientations

Operations Management:
• Assisted the Executive Director with strategic organizational planning and other general operational management functions as needed

Information Technology (IT):
• Oversaw IT personnel/consultants. Held weekly update meetings with the IT Manager and team to ensure the efficient and smooth functioning of CCLS's IT systems, including but not limited to its computer systems, networks, telephone, and online communications

CCLS Human Resources and Special Projects Director: 4/2003-9/12/2019
Relevant duties and responsibilities include but not limited to:
• Responsible for all human resources issues within the organization
• Responsible for the confidentiality of personnel matters and files
• Investigated and dealt with employee grievances
• Oversaw the interview/selection/hiring and orientation/evaluation process
• Responsible for drafting and finalizing job descriptions

**CCLS Advocate/Law Graduate/Intern (Volunteer): 6/1993-1999**

• Interviewed/represented clients as needed; legal research; community outreach

**SKILLS**

• Excellent time management and organizational skills with minimal support staff assistance
• Ability to multi-task while carrying a complex workload
• Excellent written and oral communication skills
• Ability to take initiative and use independent judgment
• Excellent analytical skills
• Proficient with computer software including word processing, excel spreadsheet and databases
• Bilingual English/Spanish (ability to speak/read/ and some writing)

**EDUCATION**

• **One Justice Executive Fellowship**
  Class of 2014-2015
  Completed an intensive ten-month non-profit management program with the focus of developing the business and management skills of emerging leaders in the non-profit world. Some of the topics covered in the program: fundraising, marketing, communications, strategic planning, program evaluation, and board development

• **San Joaquin College of Law, JD** 5/1995

• **California State University, Fresno, Bachelor of Science** 5/1988
  o Business Administration with an emphasis on Personnel Management and Industrial Relations (HR)

**PROFESSIONAL & COMMUNITY ACTIVITIES**

• **Past Board Member:**
  o Centro La Familia Advocacy Services Inc.
  o Hispanic Commission on Drug and Alcohol Abuse, Fresno County
  o Sequoia Community Health Centers

**References: Are Available Upon Request**
**Fresno EOC IT Notice:**
External Message. Think before you click!

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Relevant experience including current / past board service:

I was nominated to a legislative committee by the Sanger City Council. Committee members collaborate with city staff to scrutinize expenditure reports. The main objective of this committee is to ensure that the funds derived from a city sales tax are appropriately allocated to support the Fire and Police Departments, subsequently offering recommendations to the city council based on their findings.
How will the organization and you be an asset to Fresno EOC?

My professional background at the local and state government levels equips me with valuable expertise that I am eager to contribute to Fresno EOC. The organization will gain from my wealth of experience and unique perspective, and I am committed to leveraging my policy knowledge to better serve the Central Valley community through my involvement with Fresno EOC.

List the reasons for your interest in Fresno EOC Board of Commissioners:

I would feel privileged to be a part of the EOC Board of Commissioners because I am deeply committed to addressing the ongoing challenges faced by rural communities in the Central Valley. These challenges encompass areas such as housing, energy efficiency, infrastructure development both within and around the community, and the establishment of sustainable programs that offer essential public services. As a Board of Commissioner, I will continue to serve the Central Valley with strong values and represent our rural community with our values and region's most pressing issues in mind.

List the reasons for your organization's interest in Fresno EOC Board of Commissioners:

I do not believe this to be applicable to me.

Any close relative employed by Fresno EOC?

No

I have an economic interest in Fresno EOC.

No

Certification

I agree to the following statement.

I certify under penalty of perjury that the above is true and that:

- I am or will be 18 years of age or older by the date of my appointment;
- I am not an employee of Fresno EOC nor a member of the immediate family of an employee of Fresno EOC;
- I have read and understand the Fresno EOC Commissioner Job Description and have the capacity to serve;
- I understand that there is a mandatory training for new commissioners in January and a board retreat in March;
- I am not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
- I have not been convicted of or had a civil judgment rendered against me for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, for violation of federal and state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- I have not been indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses above; and
- I have not had any public transactions (federal, state or local) terminated for cause or default during the three years prior to the application.

Signature

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ACCOMPLISHED PUBLIC SERVANT

Public servant, combining a background in government affairs and community organizing to provide effective oversight of city projects and constituent services. Experience in government and political affairs earning recognition in:

- **Constituent Services:** Working collaboratively with city, state and county departments to resolve constituent concerns.
- **Political Field Work:** Strategically cut and assigned turf in Fresno Districts 1 and 2. Oversaw data of a paid team of 16 and used leadership building skills to train canvassers to properly communicate the candidates messages.
- **Project Management:** Assigned to research 8 years' worth of civil service and display my research in a four-page brochure while assigned to daily council office work. Kept workflow on track and managed setbacks.

AREAS OF EXPERTISE

- Emergency Management
- Leadership Development
- Public Speaking
- Presentation Skills
- Critical Thinking Skills
- Independent Problem Solver
- Government and Constituent Relationship Building
- Collaborative With Government Officials
- City and State Constituent Services
- Research Into Political Issues
- Event Planning
- Multi Project Management
- Team Management
- Navigation of City databases
- Accurate Reporting

PROFESSIONAL EXPERIENCE

PUBLIC SECTOR

**District Director - City of Fresno**

*Office of Council Vice President Annalisa Perea*

December 2021 - Current

I focus on council district infrastructure and park projects and track city funding for city services. I coordinate with city partners, local businesses, and organizations. To assist in constituent casework I maintain communication with City Department personnel including the Public Works Department, City Attorney’s Office, and the Mayor’s Office.

**District Representative - California State Senate**

*Senator Melissa Hurtado, 14th Senate District*

June 2021 - December 2021

I served as a liaison between the Senator, constituents, district organizations, local governments, and state agencies. I monitored local issues and briefed the Senator in preparation for meetings. I remained knowledgeable of district issues by staying in contact with leaders and regularly attended community group meetings and events.

**Chairwoman - Oversight Committee, City of Sanger**

*Measure S (Public Safety Tax Revenue)*

April 2020 - February 2022

I was appointed to a legislative body by the Sanger City Council. Members review expenditure reports with city staff. The purpose of the OOC is to make sure funds collected from a city sales tax are properly being used by the Fire and Police Department and then give recommendations to the city council.

PRIVATE SECTOR

**Campa Consulting**

*Private consultant used to help elected officials transition into their role after swearing-in.*

- Recruit and train canvassers to effectively communicate the client messaging
- Assist in planning an event with expected 50 guests and multiple NGO partners

**Campaign Manager**

*Annalisa Perea for City Council 2022*

December 2021 - June 2022

- Tracked staff data, addressed discrepancies, and entered timesheets for payroll
- Wrote and submitted endorsement questionnaires to key local groups including labor unions and The Fresno Chamber of Commerce.
- Created graphics, managed social media, and wrote press releases to keep the public up to date on the race
- Oversaw budgeting, expenditures, and paid invoices
Deputy Field Director
Esmeralda Soria for State Assembly 2022
June 2022 - November 2022

- Managed a team of 16 canvassers and oversaw payroll, performance, and gave coaching out in the field
- Oversaw PDI data and wrote daily reports to the candidate
- Worked collaboratively with labor groups, overlapping campaigns, and volunteers to effectively reach voters
- Planned and distributed campaign signage around areas with high traffic and visibility

COMMUNITY INVOLVEMENT

San Joaquin Political Academy - Fresno Chamber of Commerce
Applicant

District Delegate - Democratic Party
Assembly District 31 / 2021

Fresno County Young Democrats - Vice President
2021 - Present

CERTIFICATES

State Senate Resolution - Service to Senate District 14
City of Fresno Certificate of Recognition - Service to District 1

EDUCATION

California State University - Criminal Justice Fresno, CA - Present
Reedley College - AA in Administration of Justice Reedly, CA - June 2017 - Cum Laude
EM Strasbourg Business School - International Business Strasbourg France - 2018

REFERENCES

- Annalisa Perea
  - Fresno City Councilmember-Elect
- Henry Perea Sr.
  - Fresno County Board of Supervisor
- Mike Sharif
  - Esmeralda Soria Campaign Manager
- Travis Legault
  - Esmeralda Soria Field Director

LANGUAGES

- Spanish
- English
Relevant Action

Staff recommends Committee review and approval for full Board consideration of the Agency's Bylaws.

CSBG Organizational Standard

The organization's bylaws have been reviewed by an attorney within the past 5 years per Category 5, Standard 5.3.

Background

On September 21, 2023, the Bylaws Committee met and recommended for the agency Bylaws to be modified and decided to meet again for further discussion.

The agency's legal counsel, Kenneth Price, will provide an overview of the revised agency's Bylaws.

Fiscal Impact

None.

Conclusion

If approved by the Committee, this item will move forward for full Board consideration at the December 7, 2023 Commission Meeting.
BYLAWS

ARTICLE I. NAME

The corporation’s name shall be the Fresno County Economic Opportunities Commission. The corporation may be referred to herein as “Corporation” or “Agency.”

ARTICLE II. PURPOSES & LIMITATIONS

1. Purposes: This Corporation is a California nonprofit public benefit corporation organized under the Nonprofit Public Benefit Corporation Law. This Corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or the corresponding provision of any future United States Internal Revenue Law. The specific and primary purposes of this Corporation are to undertake various charitable endeavors related to (i) developing, conducting and administering programs as a Community Act Agency formed under the Economic Opportunity Act of 1964, as subsequently amended; (ii) identifying areas of poverty in Fresno County; (iii) encouraging, stimulating and assisting in the development of anti-poverty projects, as well as promote self-sufficiency, by non-profit and public organizations; and (iv) implementing various economic development and service programs in Fresno County in such as areas as transportation, education, job training, nutrition, and related activities. This Corporation is also authorized to receive contributions and grants and to make donations to, and otherwise aid and support, legally permissible undertakings consistent with the above-stated purposes.

2. Limitations: Notwithstanding any of the above statements of purposes and powers, this Corporation shall not, except to an insubstantial degree, engage in any activities, or exercise any powers that are not in furtherance of the specific and primary purposes of this Corporation and this Corporation shall not carry on any other activities not permitted to be carried on by (i) a corporation exempt from Federal income tax under Section 501(c)(3) of the Code, or (ii) corporate contributions to which are deductible under Section 170(c)(2) of the Code.

ARTICLE III. AUTHORITY AND RESPONSIBILITY OF THE BOARD OF COMMISSIONERS

The Corporation’s Board of Commissioners (hereafter sometimes referred to as “Board” or “Commission”) shall supervise, control and direct the business and affairs of the Corporation. All Commissioners shall participate in the development, planning, implementation and evaluation of the programs offered by the Corporation in its service of low income individuals and families.

Commissioners shall be focused on the total problem of poverty in the County as well as with the interests of their respective target areas and appointing entities. The Commissioners shall be responsible for reporting back to their appointing entities and target areas as well as informing the Commission as a whole regarding the problems and relevant activities of their areas and appointing entities.

ARTICLE IV. COMPOSITION OF THE BOARD

Section 1: Community Services Block Grant (CSBG) Board Composition Requirements:

The Board shall consist of no more than twenty four (24) Commissioners, one-third from each sector described in this section below (the “Tripartite”). The number of Commissioners may not be increased or decreased without a resolution of the Board, provided that no decrease shall have the effect of shortening the term of any incumbent Commissioner and the total number of Commissioners is divisible by three.

Public Sector Commissioners. One-third of the Tripartite Board shall be elected or public officials, or their appointed representatives;
**Target Area Commissioners.** One-third of the Tripartite Board shall be persons chosen in accordance with democratic selection procedures adequate to assure that these Commissioners are representative of low-income individuals and families in the neighborhood served; reside in the neighborhood served; and are able to participate actively in the development, planning, implementation, and evaluation of the Corporation's programs; and

**Community Sector Commissioners.** One—third of the Tripartite Board shall be officials or members of business, industry, labor, religious, law enforcement, education, social services, and/or multi-cultural organizations, or other major groups and interests in the community served.

**Section 2: Head Start Board Composition Requirements**

In order to meet Head Start requirements, the Board must also include:

A. At least one Commissioner with a background and expertise in fiscal management or accounting.

B. At least one Commissioner with a background and expertise in early childhood education and development.

C. At least one Commissioner who is a licensed attorney familiar with issues that come before the governing body.

However, if a person described in any one of the three preceding sentences is not available to serve as a Commissioner, the Board shall use a consultant, or another individual with relevant expertise, with the required qualifications, who shall work directly with the Board.

D. One Commissioner shall represent the Head Start Policy Council.

**ARTICLE V. SELECTION OF COMMISSIONERS**

Each prospective Commissioner from each sector shall complete the Corporation's application prior to appointment. For Public Sector Commissioners, the appointing agency shall supply the application to the prospective Commissioner and provide a completed application to the Corporation prior to appointment. After each prospective Commissioner has been selected to serve on the Board through the appropriate selection process described in the policies and procedures for the sector in which he or she proposes to serve, and has been determined by the Board (or a Committee thereof) to meet the qualifications set by the Board from time to time for service as a Commissioner, the Board shall vote whether to elect him or her to the Board. Each Commissioner must (i) be a resident of Fresno County; and (ii) have a strong awareness of poverty in the community in which they live and a desire to implement solutions to address poverty.

**A. Public Sector Commissioners.** Public Sector Commissioners appointed from the following shall be considered for election to the Board:

One Commissioner appointed by the Mayor of the City of Fresno;

Two Commissioners appointed by the Fresno County Board of Supervisors;

One Commissioner appointed by the Fresno County Superior Court Presiding Judge sitting in the Juvenile Department;

One Commissioner appointed by the State Center Community College District Board of Trustees;

One Commissioner appointed by a member of the California Assembly;

One Commissioner appointed by a member of the California Senate; and

One Commissioner appointed by a member of the U.S. Congress.
B. **Target Area Commissioners.** Target Area Commissioners shall be elected by members of the respective areas hereinafter “Target Area” in accordance with Policies and Procedures established by the Commission, under elections that are run by the Internal Audit department and supervised by the Selection Committee appointed by the Board Chair. Emphasis should be given to providing maximum participation of low income persons in the selection process of Target Area Commissioners, who shall be duly elected from areas within Fresno County that insure equal target area rural and urban representation and adopted by the Commission.

C. **Community Sector Commissioners.** Community Sector Commissioners may consist of representatives of business, industry, labor, religious, law enforcement, youth, education, social services, and/or multicultural organizations (each a "Community Sector Organization") that can contribute or mobilize economic and human resources, ethnic and racial diversity and balance to the Commission as a whole, and is supportive of the mission and objectives of the Agency. The Community Sector Commissioners shall be selected in accordance with the written policies and procedures established from time-to-time by the Commission. The proposed Community Sector Commissioner must be affiliated with the Community Sector Organization recommending that appointment. For the purposes of the appointment of Community Sector Commissioners, "affiliated" shall be limited to individuals who actively participate in the affairs of, or serves as an employee or active volunteer of, the Community Sector Organization recommending the appointment.

**ARTICLE VI. TERMS OF OFFICE**

Each Commissioner shall serve a two-year term, or until the Commissioner sooner dies, resigns, is removed, or becomes disqualified. The January meeting of the Commission shall represent the beginning date for the term of office of a Commissioner first elected or appointed, or reelected or reappointed. A public official shall serve as a Public Sector Commissioner only while he or she continues to hold public office. A representative of a public official shall serve as a Public Sector Commissioner only while the public official who designated him or her continues to hold public office. An individual designated by a Community Sector Organization to serve as a Community Sector Commissioner shall so serve only while he or she continues to be affiliated with the organization that designated the Commissioner.

**ARTICLE VII. COMMISSIONERS**

**Section 1. Powers**

A. **General Corporate Powers.** Subject to the provisions of the California Nonprofit Corporation Law and any limitations in the Articles of Incorporation, the business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Commission.

B. **Organizational Jurisdiction.** For the purposes of California law, the jurisdiction of the Corporation shall be Fresno County. Notwithstanding the foregoing, the Corporation may conduct business outside of Fresno County.

C. **Specific Powers.** Without prejudice to these general powers, and subject to the same limitations, the Commissioners shall have the power to:

1. Appoint or remove a Chief Executive Officer according to the policies set forth by the Commission.

2. Prescribe any and all powers and duties in the Chief Executive Officer that are consistent with law, with the Articles of Incorporation, and with these Bylaws, and fix the compensation of the Chief Executive Officer.

3. Approve all programs and budgets and shall oversee the enforcement of grant conditions. The Commission shall comply with any and all requirements of the
applicable Federal and State Law including, but not limited to, those laws requested by its funding sources, and any regulations promulgated thereunder.

4. Change the principal executive office or the principal business office in the State of California from one location to another; cause the Corporation to be qualified to do business in any other state, territory, dependency, or country and conduct business within or outside the State of California; and designate any place within the Corporation’s jurisdiction for the holding of any meeting or meetings of the Board, including annual meetings.

5. Adopt, make and use a corporate seal; prescribe the forms of membership certificates, if applicable; and alter the form of the seal and certificates.

6. Borrow money and incur indebtedness on behalf of the Corporation and cause to be executed and delivered for the Corporation’s purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecation, and other evidences of debt and securities.

Section 2. Vacancies

Vacancies shall be deemed to exist on the occurrence of the following: death, resignation or removal of any Commissioner. The Board shall take steps to ensure that vacant seats are filled in a timely manner. Each successor shall hold office for the unexpired term of his or her predecessor or until the successor sooner dies, resigns, is removed or becomes disqualified.

A. Public Sector Commissioners. When a vacancy occurs in a Public Sector Board seat held by the representative of a public official, the Board shall request that the public official either take the seat himself or herself or put forth another representative to be elected by the Board. If the public official fails to take the seat himself or herself or to name another representative within the period specified by the Board, the Board shall select another public official to serve as a replacement Commissioner or to appoint a representative, subject to approval of the Board, to so serve. Each appointed Public Sector Commissioner shall serve for the remaining term of the vacating Public Sector Commissioner.

A.B.

B. Target Area Commissioners. Vacancies in the target area sector shall be filled using the same democratic process originally used to fill the seat of the Target Area Commissioners. Any election to fill a Target Area Commissioner seat shall be for the remainder of the unexpired term of the vacating Target Area Commissioner.

C.D. Community Sector Commissioners. When a vacancy occurs in a seat held by an individual designated by a Community Sector Organization, the Board shall ask the Community Sector Organization that designated that individual to designate another individual, subject to approval by the Board, to fill the vacancy. Should that Community Sector Organization fail, within the period specified by the Board, to designate an individual to fill the vacancy, the Board shall select another Private Sector Organization to designate an individual, subject to approval of the Board, to fill the vacancy. After a vacancy, each Community Sector Organization shall have thirty (30) days to provide a name of a proposed Community Sector Commissioner. Each appointed Community Sector Commissioner shall serve for the remaining term of the original vacating Community Sector Commissioner.

Section 3. Resignation

A Commissioner may resign from the Board by delivering his or her written resignation to the Chair, to a meeting of the Commission, or to the Corporation at its principal office. The resignation shall be effective upon receipt unless specified to be effective at some other time. A Commissioner who has ceased to
meet the qualifications for service as a Commissioner, as specified in these bylaws and by the Board from time to time, and/or for the Board seat to which he or she was elected, is deemed to have resigned as of the date he or she ceased to meet those qualifications.

Section 4. Removal

A. Removal by Appointing Authority. The appointing authority may remove for any reason and nominate at will a replacement Commissioner, who shall be subject to approval of the Board.

B. Grounds for Removal by the Board. The Board may remove a Commissioner from the Board or any Committee and from any office for the following reasons:

1. Incapacity. The Board may remove a Commissioner, if in the opinion of the Board, the Commissioner is incapacitated or otherwise unable to carry out the duties of his or her office. The term incapacity shall also include a declaration of unsound mind by a final court order or conviction of a felony.

2. Cause. The Board may remove a Commissioner for cause on any of the following grounds:

i. violation of the Corporation’s articles of incorporation, or bylaws, or conflict of interest policy, or Board resolutions or other policies,

ii. repeated disruptions of Board or Committee meetings,

iii. false statements on documents completed in connection with service as a Commissioner or Officer of the Corporation,

iv. fraudulent or dishonest acts or gross abuse of authority or gross abuse of discretion with reference to or negatively reflecting upon the Corporation’s programs or mission,

v. a Target Area Commissioner moving outside of their Target Area, or

vi. a Community Sector Organization that nominated the Commissioner ceases to exist or operate within Fresno County.

3. Superior Court judgment. A Commissioner may be removed by the Superior Court pursuant to Corporations Code section 5223 or final judgment by a court of competent jurisdiction for breach of the duty under Corporations Code sections 5230 et seq.

4. Negligence of Duties. The Board may remove a Commissioner for failure to consistently respond to emails or telephone calls requesting input from Board members, lack of follow-through on assignments, including submission of requested reports and/or lack of participation overall in the activities of the Board.

5. Excessive Absences. The Board shall remove a Commissioner shall be deemed to have vacated that Commissioner’s Board seat by resolution after three (3) absences of regular meetings during a calendar year. A Commissioner may timely petition request the Board to retain restore that Commissioner’s Board seat so long as the Board takes such action upon a determination in its sole discretion, that there is good cause to excuse the excessive absences.

C. Procedure for Removal. The Commission shall follow the policy established for removal of Commissioners established by the Board from time to time.

Section 5. Conflicts of Interest
Subject to the articles of incorporation, bylaws and any applicable law, the Board shall adopt and implement a conflict of interest policy covering the Corporation’s Commissioners, Officers and such employees and other persons as may be specified in the policy. The conflict of interest policy, which may be revised by the Board of Commissioners from time-to-time, shall comply with California Government Code sections 1090 and 87100 et seq., and Head Start regulations. However, under no circumstances shall the Commissioners have a financial conflict of interest with the organization or its delegate agencies; be employees of the Head Start or Early Head Start programs; or be immediate family members of any employees of the Head Start or Early Head Start programs. For this purpose, the term “immediate family member” means: a spouse, parents and grandparents, children and grandchildren, brothers and sisters, mother-in-law and father-in-law, brothers-in-law and sisters-in-law, daughters-in-law and sons-in-law, and adopted and step family members. Commissioners who are federal employees are prohibited from serving in any capacity that would require them to act as an agent of or attorney for the organization in its dealings with any federal government departments or agencies.

Commissioners shall disclose in writing to the Secretary all relationships described in this section, not later than ten (10) days after becoming aware of any relevant conflict of interest.

Section 6. Compensation of Commissioners

Commissioners may not receive compensation for serving on the Board or for providing services to the Corporation. However, they may receive reimbursement (or advances, in the case of low-income sector Commissioners) from the Corporation for reasonable and documented expenses incurred in the course of performing services as Commissioners. To the extent the Corporation makes any such reimbursements or advances, it shall do so only in accordance with financial policies established from time-to-time by the Board.

Section 7. Employment of Commissioners

No Commissioner shall be eligible to be employed by the association no less than one (1) year after the term or period of services as a Commissioner has terminated. Likewise, no person who was a Commissioner, as an individual or executive of another organization, may contract with the Agency for a period of one-year after term or period of services as a Commissioner has terminated. A member of an advisory board of the Commission shall be ineligible to accept employment until three (3) months after terminating service on an association advisory board. However, any individual falling below the California or federal poverty guideline is automatically exempt from the above “waiting period” requirement, so long as that individual resigns from the Commission or advisory board at the time of acceptance of employment and such employment does not violate California or federal conflicts of interest law.

ARTICLE VIII. MEETINGS

Section 1. Annual Meeting

The annual meeting of the Board shall be held during the month of January each year, subject to postponement by the Board. The purposes of the annual meeting are to elect officers and to transact such other business as may come before the meeting. If the annual meeting is postponed, a special meeting may be held in its place, and any business transacted shall have the same force and effect as if transacted at the annual meeting.

Section 2. Regular Meetings

Meetings shall be scheduled for the convenience of Commission members and the public. The regular meeting schedule will be adopted periodically by the Board but not less than once per year. Regular meetings of the Board shall not exceed six (6) times per year, generally on the fourth Wednesday of the month upon a schedule as approved by the Board. At any regular meeting the agenda shall provide an opportunity for any person to present discussion regarding any matter of public interest that is within the subject matter jurisdiction of the Agency. Nothing shall prevent the Board of Commissioners from meeting via special meeting on a case-by-case basis.
Section 3. Open Meetings

All Board and standing committee meetings will comply with the Ralph M. Brown Act (Government Code section 54950 et seq.). As part of such Brown Act compliance, the Board at all meetings shall provide an opportunity for the public to comment on any action or information item before the Board as well as public comment period for matters properly within the subject matter jurisdiction of the Corporation that is not otherwise on the agenda. Additionally, the Board may from time-to-time convene and take action in closed session so long as expressly authorized under the Brown Act.

Section 4. Notice

Written notice of the time, date, location and agenda of each meeting of the Board shall be given to each Commissioner and made available to the public at least 72 hours before regular meetings or 24 hours before a special meeting.

Section 5. Quorum

A majority of the number of Commissioners authorized pursuant to these bylaws constitutes a quorum of the Board for the transaction of business. A quorum or its absence shall be determined at the beginning of all meetings. For Board committee meetings, a quorum shall be 50% of the members of the Committee. The Board Chair's presence shall count towards the establishment of a quorum. Should a meeting not meet quorum requirements or lose the quorum at some point during the meeting, the meeting may proceed with informational items, however no action other than adjournment may be taken.

Section 6. Voting and Action by the Board

Unless a greater number is required by the Corporation’s articles of incorporation, these bylaws, Corporation policies and procedures or by law, the act of a majority of the Commissioners at any meeting at which a quorum is present shall be an act of the Board. Each Commissioner shall have one vote (provided that he or she is not prohibited from voting on a particular matter due to a conflict of interest). Votes by proxy are prohibited.

Section 7. Parliamentary Procedure

Where necessary and in matters not covered by these bylaws, Robert's Rules of Order, Newly Revised, shall serve as a guide to proper procedure (but need not be followed strictly for valid action) at meetings of the Board and its Committees.

Section 8. Participation by Conference Telephone, Electronic Video Screen Communication or Electronic Transmission

Any Board member’s participation in any meeting via electronic means shall comply with the Brown Act's limitations on technological conferences, as may be modified by Executive Order.

Section 9. Action without a Meeting

No action by the Board may be taken without a meeting.

Section 10. Special Meetings

Special meetings may be called by the Chair or upon the written and signed request of ten (10) or more Commissioners, dated and specifying the items of business. Notice of any special meeting shall be given to each Commissioner and posted to the public at least twenty four (24) hours in advance of such meeting and shall specify the purpose of the meeting. No other business shall be transacted except the agenda items described in the notification.

Section 11. Adjourned Meeting
Any Commission meeting, annual or special whether or not a quorum is present, may be adjourned from time to time by the vote of the majority of the Commissioners represented at the meeting; but in the absence of a quorum, no other business may be transacted at that meeting, except as provided in this Article.

ARTICLE IX. OFFICERS

The officers of the Commission shall consist of a Chair, Vice Chair, Secretary, and Treasurer, all of whom shall be elected from the members of the Commission with the exception that the CEO shall be appointed to serve as Secretary. Such officers shall be elected to serve until the next annual meeting of the Commission or until their successors shall have been elected and qualify. No Commissioner shall hold more than one office at the same time.

Section 1. Duties of Officers

The duties and powers of the officers shall be as follows or as shall be set hereafter by resolution or policy of the Board of Commissioners:

A. Chair. The Chair shall: (1) be the chief volunteer officer of the Corporation, subject to the direction and control of the Board; (2) preside at meetings of the Board of Commissioners; (3) appoint the members of standing and of such special Committees with the approval of the Commission; (4) be ex-officio a member of all Committees; and (5) perform such other duties and have such other powers as the Board of Commissioners may determine from time to time. The Chair may vote on any matter before the Commission. The Chair shall be counted to determine the existence of a quorum.

B. Vice Chair. In the absence of the Chair or the Chair’s inability or refusal to act, the Vice Chair shall perform the duties of the Chair and shall perform such other duties as the Commission may, from time to time, designate.

C. Secretary. The Commission shall appoint the Chief Executive Officer, who shall serve as the Chief Administrative Officer and as Secretary to the Commission. The secretary shall be responsible for the recording and maintenance of records of all proceedings of the Board. This shall include the attendance of Commissioners at meetings, record of votes of all motions of all meetings of the Commission, and all Commission Committees. These records shall be kept in electronic or print files which shall be kept at the principal office of the Commission. The records shall be open at all reasonable times to the inspection of any Commissioner. Such files shall also contain the Commission’s articles of incorporation and bylaws (as well as any amendments thereto) and the names of all Commissioners and the address of each. The secretary or his or her delegate shall give all notices that may be required by law or by these bylaws. The secretary shall perform such other duties and have such other powers as the commissioners shall determine from time to time. The Secretary shall not be a voting member of the Board.

D. Treasurer. The treasurer shall: (1) oversee the Corporation’s financial management practices, subject to the direction and control of the Board; (2) ensure that the Commissioners understand the financial situation of the Corporation (including ensuring that financial statements for each month are available for each meeting of the Board of Commissioners and are kept on file at the Corporation’s principal office); (3) serve as Chair of the Finance Committee; (4) serve as an Authorized Check Signatory when the Chair is unavailable; and (5) perform such other duties and have such other powers as the Board of Commissioners may determine from time to time.

Section 2. Delegation of Duties

An officer may delegate the specific duties set forth above to another individual or receive assistance from another individual in performing such duties, so long as the Officer retains oversight and review of the work of the other individual and the records and documents prepared and distributed by that individual.
Section 3. Election

The Officers shall be elected each year by the Board at the Board's annual meeting. In the event that any or all of the Officers are not elected at the annual meeting, they may be elected at a subsequent Board meeting. Other Officers may be elected from time to time by the Board. The Board may from time-to-time adopt a Board elections policy providing for the procedures and implementation of Board elections.

Section 4. Term of Office

Each Officer shall hold office until the next annual meeting and until his or her successor is elected and qualified or until the Officer sooner dies, resigns, is removed or becomes disqualified.

Section 5. Removal of Officers

Any Commissioner can bring forth to the Bylaws Committee a recommendation for removal of an Officer to be heard by the Bylaws Committee. Removal of Officers shall follow the procedure in Article VII, Section 4.

Section 6. Resignation of Officers

An Officer may resign by delivering his or her written resignation to the Chair, to a meeting of the Commissioners or to the Secretary. The Board Chair may relinquish their position as Chair by notifying the Board or Secretary in writing. Such resignation shall be effective upon receipt unless specified to be effective at some other time.

Section 7. Vacancies

The Board should promptly fill vacancies in the Officer positions, either at a regular meeting or at a special meeting called for that purpose. Each successor shall hold office for the unexpired term of his or her predecessor or until the successor sooner dies, resigns, is removed or becomes disqualified.

Section 8. Chief Executive Officer

The Board shall appoint and employ a Chief Executive Officer who, subject to the Board's direction and control, shall: manage the day-to-day affairs of the Corporation; implement goals and policies established by the Board; report on and advise the Board and its Committees concerning the affairs and activities of the Corporation; and prepare an annual administrative budget for the approval of the Commission.

The Chief Executive Officer shall be empowered to hire, supervise and terminate the Corporation's other employees in accordance with personnel policies established by the Board. In addition, the Chief Executive Officer shall perform such other duties and have such other powers as the Board may determine from time to time. The Chief Executive Officer shall attend meetings of the Board and may attend meetings of its Committees.

The Board shall evaluate the Chief Executive Officer and set his/her compensation on an annual basis. The Board may remove the Chief Executive Officer at any time with or without cause. Removal without cause shall be without prejudice to the Chief Executive Officer's contract rights, if any, and the appointment of the Chief Executive Officer shall not itself create contract rights.

ARTICLE X. COMMITTEES

The Board may establish one or more Committees (standing and/or ad hoc) and may delegate to any such Committee or Committees any or all of its powers, except the powers specified in section 5212 of the California Corporations Code. Any Committee to which the powers of the Commissioners are delegated shall consist solely of Commissioners and shall, to the extent possible, reflect the Tripartite composition of the full Board unless expressly provided for herein. Committee members and Chairs shall be appointed by
the Board Chair and be approved by the Board and shall serve at the pleasure of the Board.

Each Committee shall keep a record of its actions and proceedings and, when required by the Board, shall make a report of those actions and proceedings to the Board. Unless the commissioners otherwise designate, Committees shall conduct their affairs in the same manner as is provided in these Bylaws for the conduct of the affairs of the Board of Commissioners, with such changes in the context of such provisions as are necessary to substitute the Committee and its members for the Board and its members: provided, however, that the time of regular meetings of Committees may be determined either by resolution of the Board or by resolution of the Committee, and that special meetings of a Committee may also be called by resolution of the Board. A quorum for any meeting shall be 50 percent of that Committee. The Board may adopt rules for the governance of any Committee not inconsistent with the provisions of these bylaws. Each standing Committee shall comply with the Brown Act. The Board may appoint alternative standing Committee members so long as such alternates are from the same sector as the sitting Board member. There shall be the following standing Committees: Executive, Human Resources/Pension (“Human Resources”), Finance/Infrastructure (“Finance”), Bylaws, and Audit, Program Planning and Evaluation Committee and Infrastructure. The Board Chair shall appoint the Chair of each Committee, and an alternate to the Chair of each Committee, who shall serve until a successor shall have been duly appointed for the term of that person as a member of the Commission shall have ended. The Committee shall determine the frequency and meeting dates for each committee meeting.

Section 1. Executive Committee

The Executive Committee shall be composed of the four seven (74) elected officers Board members, consisting of the Chair of the Board, the Vice Chair of the Board, Treasure and four (4) Board members. Except for the Chair, the Executive Committee shall consist of two (2) Public Sector Commissioners, two (2) Target Area Commissioners, and two (2) Community Sector Commissioners. The Board shall appoint three alternative committee members to the Executive Committee, one from each sector, as well as the chairs of the Bylaws, Program and Planning, Personnel and Committees, the Executive Committee shall have all the powers and authority of the Board of Commissioners, as allowed by law in the intervals between meetings of the Board, and is subject to the direction and control of the full Board. The Executive Committee shall meet as necessary as determined by the Chair. An Executive Committee meeting may be called by the Chair or upon the written request of two (2) Executive Committee members with 48 hours’ notice. The Executive Committee’s decision(s) are subject to approval by the Board. The Executive Committee shall make a report of its actions and proceedings to the Board at the next meeting of the Board held after such actions or proceedings. The Executive Committee shall have the following responsibilities:

A. Administrative Matters.

The Executive Committee shall act on interim matters that cannot wait until the next Commission Board meeting. The Executive Committee shall also review the next full Board agenda. Its decision(s) are subject to approval by the Commission. The Executive Committee shall make a report of its actions and proceedings to the Board at the next meeting of the Board held after such actions or proceedings. The Executive Committee shall meet as necessary as determined by the Chair. An Executive Committee meeting may be called by the Chair or upon the written request of two (2) Committee members with 48 hours’ notice.

Section 2. Finance Committee

B. Finance Matters.

The Finance Committee shall be composed of the Treasurer, who shall be its Chair, and four (4) other Commissioners, at least one from each Tripartite sector. The Finance Committee shall: (1) advise the Chief Executive Officer in the preparation and administration of the operating budget; (2) oversee the administration, collection, and disbursement of the financial resources of the Corporation; (3) advise the Board with respect to significant financial decisions, including the integrity of the financial statements of the Corporation; (4) have such other powers and perform such other duties as the Board may specify from time to time. Additionally, the Finance Committee (54) establish outcome statements for meeting the
agency’s infrastructure needs, and periodically monitor performances towards meeting these statements; (62) review, discuss and make recommendations to the Board of Commissioners relative to the agency’s plans for real estate acquisitions/development, property maintenance, and technology advancements, and procurement activities; (73) meet the community and agency staff’s infrastructure needs; (84) provide employment opportunities for clients, students, and corps members by creating relationships among the agency’s education and employment training programs; (95) promote procurement opportunities to small proprietors, women, and minority operated businesses and those certified as a Disadvantaged Business Enterprise (DBE) as it pertains to facilities management/maintenance, IT network, telecommunications, and real estate activities.

C. Program, Planning & Evaluation.

The Executive Committee shall: (1) oversee implementation of the Agency’s community needs assessment and strategic planning processes approved by the Board and conduct periodic reviews to determine to what degree the Corporation is addressing the needs and goals identified through these processes; (2) discuss, review and recommend grant applications; (3) track the progress of the Agency’s programs in meeting identified goals and objectives; (4) oversee the Agency’s processes for outcome reporting for its programs; (5) review monitoring reports, evaluations, and other feedback on the Agency’s programs provided by funding sources and other interested parties; (6) work with the Agency’s staff and full Board to ensure that monitoring findings are addressed in a timely way; and (7) oversee the regular evaluation of the Agency’s programs by the Agency’s Board and staff.

D. Human Resources.

The Executive Committee shall (1) periodically review the Agency’s personnel policies and procedures and implementation thereof, and report findings and recommendations for policy and procedures changes to the full Board; (2) periodically review the Agency’s compensation schedule and implementation thereof, recommend any changes to the Board; (3) review and make recommendations to the Board regarding the Agency’s employee benefits package; (4) receive information from the Agency’s staff and attorneys on legal proceedings involving its employees and make recommendations and reports to the Board on those matters; (5) on a quarterly basis, review and approve quarterly financial reports and investment performance reports of the retirement plans; receive an update of the current investment market; and answer any questions of the employees and Board members on the plan; and (6) provide employees with a diversified slate of investment options and make changes to the funds offered as needed.

Section 23. Audit Committee

The Audit Committee shall be composed of five (5) Commissioners, with at least one from each tripartite sector and who are not on the Finance Committee or the Executive Committee members. The Audit Committee shall assist the Board of Commissioners in fulfilling its oversight responsibilities by monitoring: (1) the overall systems of internal control and risk mitigation; (2) the integrity of the financial statements of the organization; (3) compliance by the organization with legal and regulatory requirements and ethical standards; (4) at the close of each fiscal year shall present to the Commission a financial report for the year audited by a licensed Certified Public Accountant; and (5) the selection, independence and performance of the organization’s independent auditors. In addition, the Audit Committee shall oversee the internal audit department and have such other powers and perform such other duties as the Board may specify from time to time.

Section 43. Bylaws Committee

The Bylaws Committee shall be composed of five (5) Commissioners, with at least one from each Tripartite sector. The Bylaws Committee shall: (1) oversee Board member recruitment (including administering the target area Board member democratic selection process, recommending candidates for Public and Community Sector Board seats, and ensuring that the Board fills vacancies promptly), orientation, and training; (2) coordinate the Board’s periodic evaluation process of itself and the organization’s governance structure, policies and procedures; (3) coordinate periodic review of the Corporation’s articles of incorporation and bylaws; and (4) have such other powers and perform such
other duties as the Board may specify from time to time. An ad hoc committee of the Bylaws Committee shall be appointed by the Chair of the Bylaws Committee to interview all prospective Community Sector Commissioners.

Section 5. Program Planning and Evaluation Committee

The Program Planning and Evaluation Committee shall be composed of five (5) Commissioners, with at least one from each Tripartite sector. Subject to the direction and control of the full Board, the Program Planning and Evaluation Committee shall: (1) oversee implementation of the Corporation’s community needs assessment and strategic planning processes approved by the Board and conduct periodic reviews to determine to what degree the Corporation is addressing the needs and goals identified through these processes; (2) shall discuss, review, and recommend grant applications; (3) track the progress of the Corporation’s programs in meeting identified goals and objectives; (4) oversee the Corporation’s processes for outcome reporting for its programs; (5) review monitoring reports, evaluations, and other feedback on the Corporation’s programs provided by funding sources and other interested parties; (6) work with the Corporation’s staff and full Board to ensure that monitoring findings are addressed in a timely way; (7) oversee the regular evaluation of the Corporation’s programs by the Corporation’s Board and staff; and (8) regularly report to the full Board on these matters. In addition, the program planning and evaluation Committee shall have such other powers and perform such other duties as the Board may specify from time to time.

Section 6. Human Resources Committee

The Human Resources Committee shall be composed of five (5) Commissioners, with at least one from each Tripartite sector, two elected employee representatives, and two Pension Plan Trustees and shall: (1) periodically review the Corporation’s personnel policies and procedures and implementation thereof, and report findings and recommendations for policy and procedures changes to the full Board; (2) periodically review the Corporation’s compensation schedule and implementation thereof, recommend any changes to the Board; (3) review and make recommendations to the Board regarding the Corporation’s employee benefits package; (4) receive information from the Corporation’s staff and attorneys on legal proceedings involving the Corporation’s employees and make recommendations and reports to the Board on those matters; (5) on a quarterly basis, review and approve quarterly financial reports and investment performance reports of the retirement plans; receive an update of the current investment market; and answer any questions of the employees and Board members on the plan; (6) provide employees with a diversified slate of investment options and make changes to the funds offered as needed; and (7) have such other powers and perform such other duties as the Board may specify from time to time.

ARTICLE XI. POLICIES AND PROCEDURES

Section 1. Annual Statement of Certain Transactions and Indemnifications

No later than the time the Corporation gives its annual report, if any, to the Commissioners, and in any event no later than 120 days after the close of the Corporation’s fiscal year, the Corporation shall prepare and mail or deliver to each Commissioner a statement of the amount and circumstances of any transaction or indemnification of any transaction(s) in which the Agency, its parent or its subsidiary was a party, or in which any Commissioner or Officer had a direct or indirect financial interest.

Section 2. Fiscal Year

The fiscal year of the Corporation shall be fixed by resolution of the Board of Commissioners and may be changed by the Board of Commissioners.

Section 3. Execution of Instruments

Except as the Board may generally or in particular cases authorize the execution thereof in some other manner, all deeds, leases, transfers, contracts, bonds, notes, checks, drafts, and other obligations made, accepted and endorsed by the Corporation shall be signed by the Chair or the Chief Executive Officer and checks drawn on any account of the Corporation shall be signed by either the Chair, the Treasurer or
the Chief Executive Officer (each an “Authorized Check Signatory”) and, if in excess of any amount
determined by the Board from time to time, countersigned by another Authorized Check Signatory.
Unless authorized by the Board, no Officer, employee or agent shall have any power or authority to bind
the Corporation by any contract or agreement, or to pledge its credit, or to render it liable for any purpose
or for any amount.

Section 4. Agents

The Board may appoint agents who shall have such authority and shall perform such duties as may be
prescribed by the Board. The Board may remove any such agent at any time with or without cause.
Removal without cause shall be without prejudice to such person’s contract rights, if any, and the
appointment of such person shall not itself create contract rights.

ARTICLE XII. BONDING

The Board shall require all Officers of the Corporation charged with handling of funds, and may require
any other Officer, director, employee or agent, to be bonded for performance of their duties in such
amount and by such bonding company registered in the state of California as shall be satisfactory to the
board at the Corporation’s expense.

ARTICLE XIII. INDEMNIFICATION OF COMMISSIONERS, OFFICERS, EMPLOYEES, AND
OTHER AGENTS

Section One. Actions Other Than by the Corporation.

The Board of Commissioners shall have the power to indemnify any person who was or is a party, or is
threatened to be made a party, to any proceeding (other than an action by, or in the right of, this
Corporation to procure a judgment in its favor, an action brought under Section 5233 of the California
Corporations Code, or an action brought by the Attorney General or a person granted relator status by the
Attorney General for any breach of duty relating to assets held in charitable trust) by reason of the fact
that such person is or was an agent of this Corporation, against expenses, judgments, fines, settlements
and other amounts actually and reasonably incurred in connection with such proceeding if that person
acted in good faith and in a manner that person reasonably believed to be in the best interests of that
person was unlawful. The termination of any proceeding by judgment, order, settlement, conviction,
or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the
person did not act in good faith and in a manner which the person reasonably believed to be in the best
interests of this Corporation or that the person’s conduct was unlawful.

Section Two. Actions by the Corporation.

The Board of Commissioners shall have the power to indemnify any person who was or is a party, or is
threatened to be made a party, to any threatened, pending or completed action by, or in the right of, this
Corporation, or brought under Section 5233 of the California Corporations Code, or brought by the
Attorney General or a person granted relator status by the Attorney General for breach of duty relating to
assets held in charitable trust, to procure a judgment in its favor by reason of the fact that person is or
was an agent of this Corporation, against expenses actually and reasonably incurred by that person
in connection with the defense or settlement of that action if that person acted in good faith, in a manner
that person believed to be in the best interests of this Corporation, and with such care, including reasonable
inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. No
indemnification shall be made under this Section 8.02 for any of the following reasons:

In respect of any claim, issue or matter as to which that person shall have been
adjudged to be liable to this Corporation in the performance of that person's duty to this
Corporation, unless, and only to the extent that, the court in which such proceeding is or was
pending shall determine upon application that, in view of all the circumstances of the case, that
person is fairly and reasonably entitled to indemnity for the expenses and then only to the extent
that the court shall determine;
Of amounts paid in settling or otherwise disposing of a threatened or pending action, with or without court approval; or

Of expenses incurred in defending a threatened or pending action which is settled or otherwise disposed of without court approval unless it is settled with the approval of the Attorney General.

Section Three. Successful Defense By Agent.

To the extent that an agent of this Corporation has been successful on the merits in defense of any proceeding referred to in Sections 8.01 or 8.02, or in defense of any claim, issue, or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection therewith.

Section Four. Required Approval

Except as provided in Section 8.03, any indemnification under this Article VIII shall be made by the Board of Commissioners only if authorized in the specific case upon a determination that indemnification of the agent is proper in the circumstances because the agent has met the applicable standard of conduct set forth in Section 8.01 or 8.02, by any of the following:

A majority vote of a quorum consisting of Board of Commissioners who are not parties to the proceeding; or

The court in which the proceeding is or was pending, upon application made by this Corporation or the agent or the attorney or other person rendering services in connection with the defense, whether or not such application by the agent, attorney, or other person is opposed by this Corporation.

Section Five. Advance of Expenses.

Expenses incurred in defending any proceeding may be advanced by this Corporation before the final disposition of the proceeding upon receipt of an undertaking by, or on behalf of, the agent to repay the amount of the advance unless it shall be determined ultimately that the agent is entitled to be indemnified as authorized in this Article VIII.

Section Six. Other Contractual Rights

No provision made by the Corporation to indemnify its Commissioners or Officers for the defense of any proceeding, whether contained in the Corporation’s Articles of Incorporation or Bylaws, a resolution of the Board, an agreement or otherwise, shall be valid unless consistent with this Article VIII. Nothing contained in this Article VIII shall affect any right to indemnification to which persons other than Commissioners and Officers of this Corporation may be entitled by contract or otherwise.

Section Seven. Limitations.

No indemnification or advance shall be made under this Article VIII, except as provided in Sections 8.03 or 8.04, in any circumstances where it appears:

That it would be inconsistent with a provision of the Articles of Incorporation, Bylaws, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid, which prohibits or otherwise limits indemnification; or

That it would be inconsistent with any condition expressly imposed by a court in approving a settlement.

Section Eight. Insurance.
The Corporation shall have the right to purchase and maintain insurance to the fullest extent permitted by law on behalf of its agents, against any liability asserted against or incurred by any agent in such capacity or arising out of the agent’s status as such, regardless of whether the Corporation would have the power to indemnify the agent against the liability under the provisions of this Article VIII; provided, however, that the Corporation shall have no power to purchase and maintain such insurance to indemnify any agent of the Corporation for a violation of Section 5233 of the California Corporations Code.

ARTICLE XIV. EFFECTIVE DATE/AMENDMENT OF BYLAWS

These bylaws shall be effective as of January 1, 2022. These bylaws may be altered, amended or repealed at any meeting of the Commissioners; provided that notice of the meeting must be provided to the Commissioners at least 14 days before the date of the meeting and must include the text of the proposed alteration, amendment or repeal.

ARTICLE XV. DISSOLUTION

In the event of dissolution of this Commission by act of the Commission or by operation of law, such dissolution shall be conducted in accordance with the laws of the State of California, in proceedings to which the Attorney General shall be a party.
Recommended Action

Staff recommends Committee review and approval for full Board consideration of the Excessive Absence Policy.

Background

The Procedure for Removal of Commissioner for Excessive Absences Policy has been updated to reflect the updates to the agency Bylaws.

The agency's legal counsel, Kenneth Price, will provide a red line version of the Excessive Absence Policy during the Committee Meeting for review and discussion.

Fiscal Impact

None.

Conclusion

If approved by the Committee, this item will move forward for full Board consideration at the December 7, 2023 Commission Meeting.
PROCEDURE FOR REMOVAL OF A COMMISSIONER FOR EXCESSIVE ABSENCES

PURPOSE:
The purpose of this policy is to define the process for removal of Commissioners for Excessive Absences.

DEFINITIONS:
A. "Notification in Writing": a written letter sent via the US Post Office or electronic mail.
B. Excessive Absences: 3 absences

POLICY/PROCEDURE

Article VII, Section 4, Number 5 of the Bylaws provides that "A Commissioner shall be deemed to have vacated that Commissioner's Board seat after three (3) absences of regular meetings during a calendar year. A Commissioner may request the Board to restore that Commissioner's Board seat so long as the Board takes such action upon a determination, in the Board's sole discretion, that there is good cause to excuse the excessive absences."

Commissioners are expected to attend all Board meetings, either in person or via conference call/electronic meeting technology. All Commissioners are expected to participate in Board discussions and decisions via email or telephone conferences on an as-needed basis.

Moreover, a Commissioner is expected to notify the Board Chair and Secretary or designee regarding his/her inability to either attend a scheduled meeting or participate in a scheduled conference call meeting of the Board of Commissioners. If a Commissioner misses three (3) regular Board of Commissioners during any calendar year, that Commissioner's seat is deemed vacant and will be filled pursuant to Article VII, Section 2 of the Bylaws.

There are grounds for removal of the Commissioner per Article VII Section 4 of the bylaws upon the third absence in a calendar year.

NOTIFICATION PROCEDURE

A. Included in the board packets is a roll call matrix detailing the attendance of each Commissioner. It is the Commissioner’s responsibility to check the matrix, verify accuracy and inform the Secretary or designee if any changes are needed.

B. A letter will be sent to the Commissioner, within two-five (5-2) business days of the violation of the Bylaws and this policy determining absence, via the US Postal Service, return receipt requested, informing him/her of the Board termination action for excessive absences.

C. The Secretary-Clerk of the Board will utilize the Commissioner’s email address to notify the impacted Commissioner via email after the notification letter has been mailed. The notification letter will be attached.
APPEAL/DEFENSE PETITION FOR REINSTATEMENT PROCESS:

A. The Commissioner will have the opportunity to defend his/her position by appealing petition the Board of Commissioner for reinstatement during a regularly scheduled Board of Commissioners meeting, or can agree to termination via resignation of the position in writing. Such petition may be in writing or made verbally during the Board of Commissioners meeting.

B. The Commissioner will be granted 10 days to respond in writing to the termination action by the Board. The Board may, at its sole election, grant the petition upon a showing of good cause.

B.C. After the Board’s grant of a petition, any additional absences by that Commissioner during the calendar year shall result in another notice of an automatic vacancy. In such a circumstance, petition for reinstatement after vacancy shall be as provided by this Policy.

C. If the Commissioner chooses to appeal the termination action, the appeal must be made in writing within the 10 day time limit. The Commissioner may also request a face-to-face meeting with the Bylaws Committee to defend his/her position.

D. The Bylaws Committee will consider the merits of the appeal and vote whether to reverse the decision and reinstate the member prior to the next regular scheduled Board meeting.

EXCEPTION

Public Sector members or their representatives may not be removed by the Commission. The Commission shall communicate any cause for removal to the designating official or board, who shall have sole authority to remove such public sector Commissioner.
Date: November 6, 2023
Program: N/A

Agenda Item #: 9
Director: N/A

Subject: Board Self-Assessment
Officer: Emilia Reyes

Background

The information presented below is intended to keep the Committee informed of the Board Self-Assessment results.

As a way of background, on an annual basis, a Board Self-Assessment is conducted to aid Fresno EOC’s Board of Commissioners to:

1. Identify gaps between the standards for effective, nonprofit boards
2. Engage the commissioners in discussions about their effectiveness as a board
3. Ascertain our commissioners’ perceptions of knowledge, skills, and processes as they carry out their board roles
4. As applicable, pinpoint areas in which the Board is excelling as well as those requiring improvement.

A total of 69% of the Commissioners completed the Board Self-Assessment. The attached document showcases the analyzed results for the Committee members to engage in a discussion on next steps.

The Board Self-Assessment is part of the annual agency risk assessment report.
Q1 The board operates under a set of policies, procedures, and guidelines with which all members are familiar.

Answered: 13   Skipped: 0

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Q2 Commissioners play an active role in the organization's strategic planning.

Answered: 13   Skipped: 0

**ANSWER CHOICES** | **RESPONSES**
---|---
4 – Strongly Agree | 38.46% | 5
3 – Agree | 46.15% | 6
2 – Disagree | 15.38% | 2
1 – Strongly Disagree | 0.00% | 0
0 – N/A | 0.00% | 0
**TOTAL** | 13
**Q3** Our organization's vision and mission is clear and accepted by our board.

Answered: 13  Skipped: 0

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Q4 The full board collaboratively reviews and updates the organization’s strategic plan on a regular basis.

Answered: 13   Skipped: 0

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Q5 Staff develop and carry out annual action plans based on the board–approved strategic plan.

Answered: 13  Skipped: 0

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<td>7.69%</td>
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Q6 The board routinely receives updates by the staff on their annual plans developed by staff.

Answered: 13  Skipped: 0

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Q7 Staff support to board meetings is adequate.

Answered: 13   Skipped: 0

![Bar chart showing responses to Q7]

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</table>
Q8 Information provided by staff is adequate to ensure effective board governance and decision-making.

Answered: 13    Skipped: 0

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Q9 Committees are the primary tools for communication and decision making for our board structure.

Answered: 13  Skipped: 0

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TOTAL 13
Q10 The board's ad hoc and standing committees streamline our work process and increase board effectiveness.

Answered: 13  Skipped: 0

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Q11 My committee assignments make good use of my interests and expertise.

Answered: 13   Skipped: 0

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Q12 I am able to attend the majority of my committee meetings.

Answered: 13   Skipped: 0

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Q13 Each standing committee reviews its charter at the beginning of the year and modifies it as needed.

Answered: 13    Skipped: 0

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Q14 I understand the function of the different committees.

Answered: 13  Skipped: 0

**ANSWER CHOICES** | **RESPONSES**
--- | ---
4 – Strongly Agree | 53.85% 7
3 – Agree | 46.15% 6
2 – Disagree | 0.00% 0
1 – Strongly Disagree | 0.00% 0
0 – N/A | 0.00% 0
**TOTAL** | 13
Q15 The committee structure provides adequate contact with administration and staff.

Answered: 13   Skipped: 0

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Q16 The Executive Committee meets only when necessary and reports to the board on all actions taken.

Answered: 13    Skipped: 0

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Q17 All committees have adequate agendas and minutes for each meeting.

Answered: 13   Skipped: 0

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Q18 The number of board meetings is adequate to ensure effective governance.

Answered: 13    Skipped: 0

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TOTAL: 13
Q19 Board meetings are long enough to accomplish the necessary work.

Answered: 13    Skipped: 0

**ANSWER CHOICES** | **RESPONSES**
---|---
4 – Strongly Agree | 38.46% 5
3 – Agree | 53.85% 7
2 – Disagree | 7.69% 1
1 – Strongly Disagree | 0.00% 0
0 – N/A | 0.00% 0
TOTAL | 13
Q20 The agendas of our board meetings and supporting written material are provided in advance of meetings with enough time for adequate advance review.

Answered: 13  Skipped: 0

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Q21 Board meetings are well attended, with near full turnout at each meeting.

Answered: 13  Skipped: 0

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Q22 I am aware of and follow the board meeting attendance policy.

Answered: 13  Skipped: 0

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Q23 Our board thoroughly examines the pros and cons of all major issues and makes fully informed decisions.

Answered: 13    Skipped: 0

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Q24 I am comfortable with the amount of time spent on agenda items.

Answered: 13  Skipped: 0

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<td>0.00%</td>
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Q25 I understand the process to get more information when there is something I don't understand on the agenda.

Answered: 13   Skipped: 0

**ANSWER CHOICES** | **RESPONSES**
--- | ---
4 – Strongly Agree | 53.85% 7
3 – Agree | 38.46% 5
2 – Disagree | 7.69% 1
1 – Strongly Disagree | 0.00% 0
0 – N/A | 0.00% 0
**TOTAL** | 13
Q26 Commissioners fully participate in discussions around significant issues.

Answered: 13  Skipped: 0

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Q27 Our board environment encourages dealing with different points of view.

Answered: 13  Skipped: 0

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Q28 Once a decision is made, we stand behind it as a group.

Answered: 13  Skipped: 0

![Bar Chart]

**ANSWER CHOICES** | **RESPONSES**
--- | ---
4 – Strongly Agree | 30.77%  4
3 – Agree | 69.23%  9
2 – Disagree | 0.00%  0
1 – Strongly Disagree | 0.00%  0
0 – N/A | 0.00%  0
**TOTAL** | 13
Q29 As a Commissioner, I am aware of what is expected of me.

Answered: 13  Skipped: 0

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Q30 I am satisfied with my participation on the board.

Answered: 13  Skipped: 0
Q31 I am aware and understand the tri-partite requirement.

Answered: 13  Skipped: 0

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Q32 Nomination and appointment of Commissioners follow clearly established procedures using known criteria that I understand.

Answered: 13   Skipped: 0

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Q33 Our board and staff inform new Commissioners about responsibilities and important organizational information through a structured new member orientation program.

Answered: 13  Skipped: 0

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Q34 The new member orientation prepared me to effectively serve as a Commissioner.

Answered: 13  Skipped: 0

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Q35 The board size is adequate to effectively govern the organization.

Answered: 13    Skipped: 0

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Q36 There is a clear understanding of where the board’s role ends and the Chief Executive Officer’s begins.

Answered: 13   Skipped: 0

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Q37 There is good two-way communication between the board and the CEO.

Answered: 13    Skipped: 0

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Q38 Commissioners provide the necessary support that allows the CEO to carry out the role successfully.

Answered: 13   Skipped: 0
Q39 The board has developed formal criteria and a process for evaluating the CEO.

Answered: 13  Skipped: 0

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Q40 The board, or a committee of the board, has formally evaluated the CEO within the past 12 months.

Answered: 13    Skipped: 0

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Q41 The board evaluates the CEO primarily on the accomplishment of the organization’s strategic goals and priorities and adherence to policy.

Answered: 13  Skipped: 0

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Q42 The board has discussed the role and responsibilities of the Chair.

Answered: 13  Skipped: 0

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Q43 The Chair is well prepared for board meetings and helps the board stick to the agenda.

Answered: 13  Skipped: 0

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Q44 The Chair ensures that every Commissioner has an opportunity to be heard.

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4 – Strongly Agree represents 76.92% of the responses with 10 answers.
3 – Agree represents 23.08% of the responses with 3 answers.
2 – Disagree represents 0.00% of the responses with 0 answers.
1 – Strongly Disagree represents 0.00% of the responses with 0 answers.
0 – N/A represents 0.00% of the responses with 0 answers.

The chart shows the distribution of responses across the five options.
Q45 The Chair is skilled at managing different points of view.

Answered: 13  Skipped: 0

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Q46 The Chair helps the board work well together.

Answered: 13   Skipped: 0

**Answer Choices**

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Q47 The Chair demonstrates good listening skills.

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Q48 The board supports the Chair.

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Q49 The Chair is effective in delegating responsibility among Commissioners.

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Q50 Board members are fully aware of their legal responsibilities for the organization’s fiscal management.

Answered: 13  Skipped: 0

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Q51 The board adequately oversees the financial performance and fiduciary accountability of the organization.

Answered: 13  Skipped: 0

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Q52 The board receives regular financial updates and takes necessary steps to ensure the operations of the organization are sound.

Answered: 13   Skipped: 0

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Q53 Our organization's fund raising needs and strategies are understood by the board.

Answered: 13    Skipped: 0

** ANSWER CHOICES **

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Q54 Board members are knowledgeable about the organization’s programs and services.

Answered: 13   Skipped: 0

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TOTAL: 13
Q55 The board has been made aware of and understands its oversight role of the CSBG Organizational Standards.

Answered: 13   Skipped: 0
Q56 The board has been made aware of and understands its oversight role of the Head Start Governance, Leadership and Oversight Capacity Screener.

Answered: 13   Skipped: 0

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Q57 Our board receives regular reports about the organization’s relationships with external constituents and community groups.

Answered: 13   Skipped: 0

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Q58 I participate in critical organizational events designed to promote the organization (annual meeting, programmatic kick-off events, openings of major new programs, etc.)

Answered: 13   Skipped: 0

**ANSWER CHOICES**

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Q59 Board members are clear about who serves as official spokesperson for the organization.

Answered: 13   Skipped: 0

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