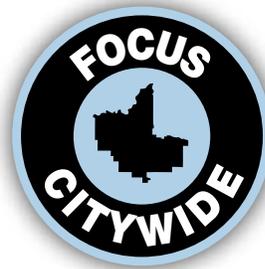


# Restore Fresno

FISCAL YEAR 2016 INITIATIVES TO  
Restore & Revitalize the City of Fresno



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FISCAL YEAR 2016 INITIATIVES TO  
Restore & Revitalize the City of Fresno

## Background

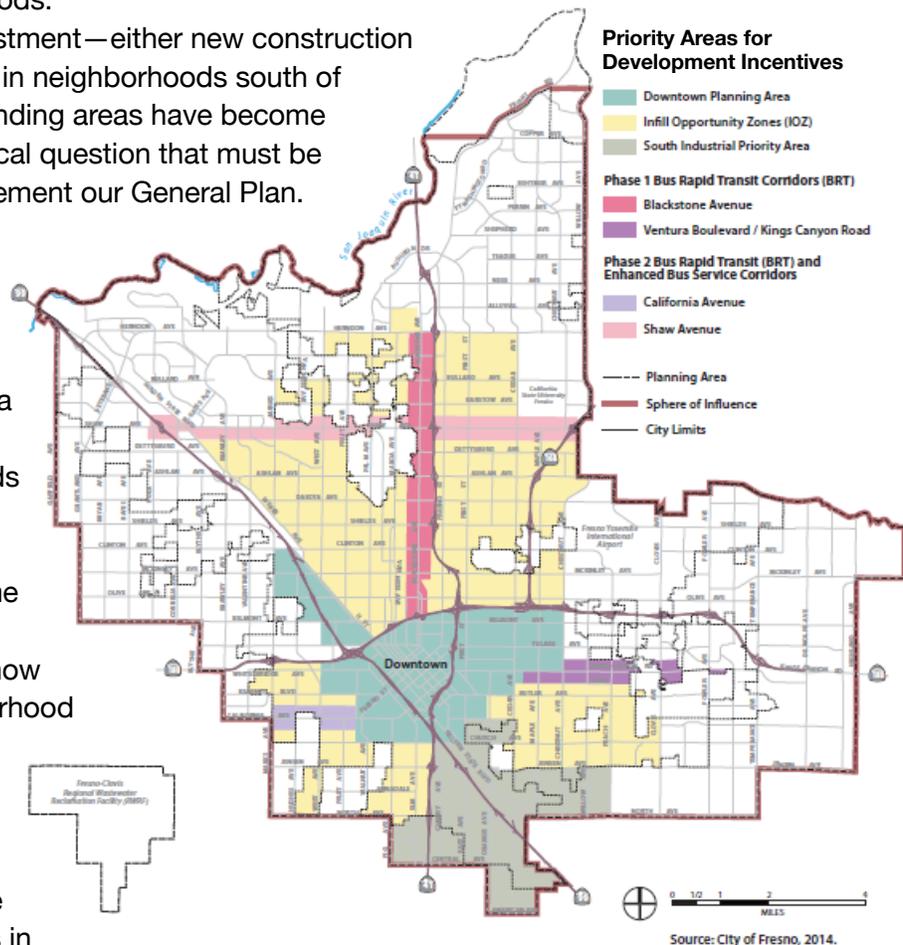
On December 18, 2014, the Fresno City Council adopted the 2035 General Plan Update, which calls for about half of the City’s growth and investment over the next 20 years to occur in traditional, new growth areas on the periphery of the community, with the other half occurring in existing neighborhoods within the city limits. While balanced in its approach, this vision represents a departure from the City’s historic growth pattern.

Supporters of the 2035 General Plan acknowledge there are many challenges facing the successful implementation of this vision, not the least of which is the current condition of Fresno’s older, existing neighborhoods.

How can we expect investment—either new construction or building rehabilitation—in neighborhoods south of Herndon when the surrounding areas have become so deteriorated?

“How can we expect investment—either new construction or building rehabilitation—in neighborhoods south of Herndon when the surrounding areas have become so deteriorated?” is a logical question that must be answered in order to implement our General Plan.

The reality is that our community faces a long and difficult journey back to a healthy City center. In fact, census data reveals that about two-thirds of the neighborhoods south of Herndon Avenue are considered to be “poverty” or “extreme poverty” neighborhoods, which is one indicator of how concentrated our neighborhood problems have become in Fresno. It will not be easy to turn the City’s core neighborhoods around, but the alternative is to ignore the challenges in



Fresno's older neighborhoods with the expectation that the problems will fix themselves. If that were a viable path, it would be the best and most efficient option.

Unfortunately, the last several decades have demonstrated that Fresno's core neighborhoods don't improve on their own.

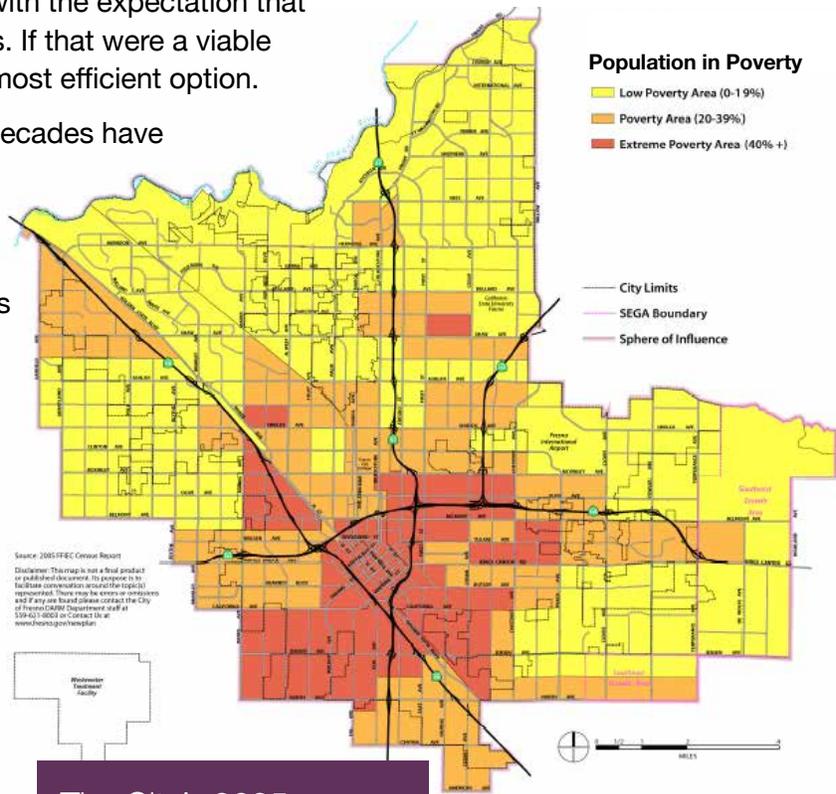
Consider this: in 1984, the City's "blight line" (i.e. the dividing line between deteriorated and stable neighborhoods) was identified as McKinley Avenue in its General Plan.

In the 1990s that line moved north to Ashlan Avenue in City policy.

In the next decade, Mayor Autry argued that Shaw Avenue was the dividing line between Fresno's "tale of two cities," and just ten years later, the City's 2035 General Plan identifies Herndon Avenue as the new blight line.

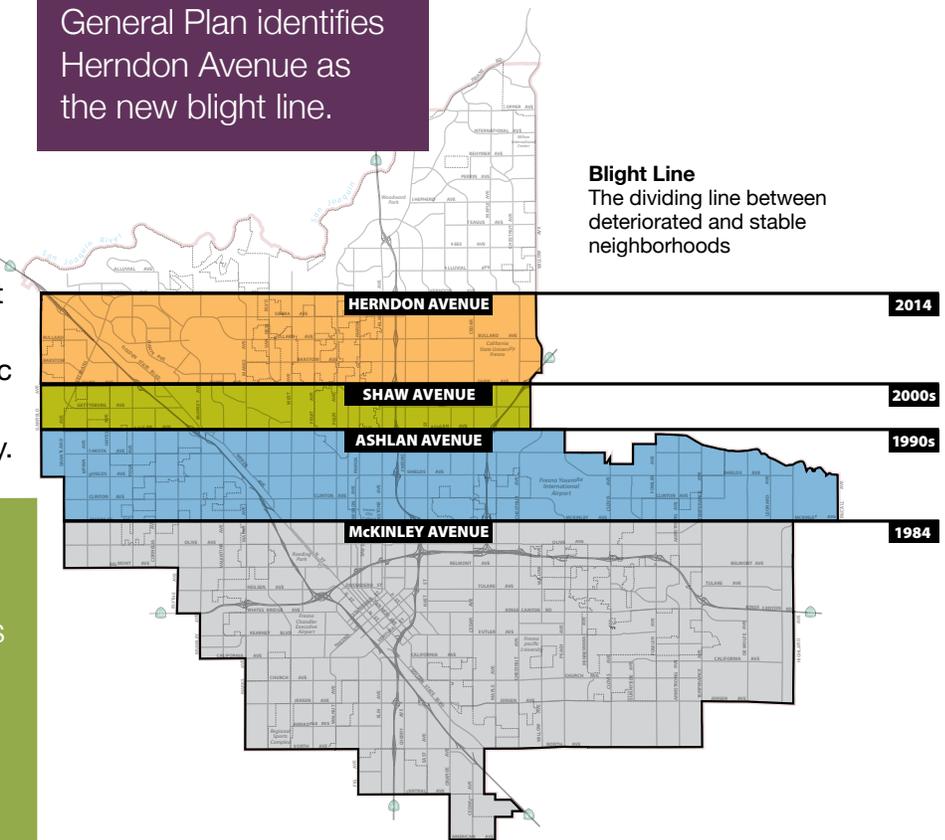
While the City of Fresno must provide leadership to restore our older neighborhoods, we know that the City alone cannot meet this challenge. Rather, a broad base of private and public stakeholders must continue to work together to restore our city.

Restore Fresno is a compilation of the City of Fresno's FY2016 initiatives to improve property values, living conditions, public safety and the overall quality of life in our older neighborhoods.



The City's 2035 General Plan identifies Herndon Avenue as the new blight line.

**Blight Line**  
The dividing line between deteriorated and stable neighborhoods



## Laying the Foundation for Successful Revitalization

The Swearingin Administration has been steadily focused on the work needed to reverse the momentum in neighborhoods south of Herndon by attacking the root issues through:

- Pilot projects;
- Grant funded-initiatives;
- Changes in City policy;
- Aligning public infrastructure to support City policy; and
- Working closely with residents, property owners, and private investors to improve distressed neighborhoods.

We have learned many lessons along the way—what works and what doesn't. We have concluded that, while successful revitalization is as much “art” as “science,” there are foundational elements that must be in place for revitalization to take root and develop an unstoppable momentum.

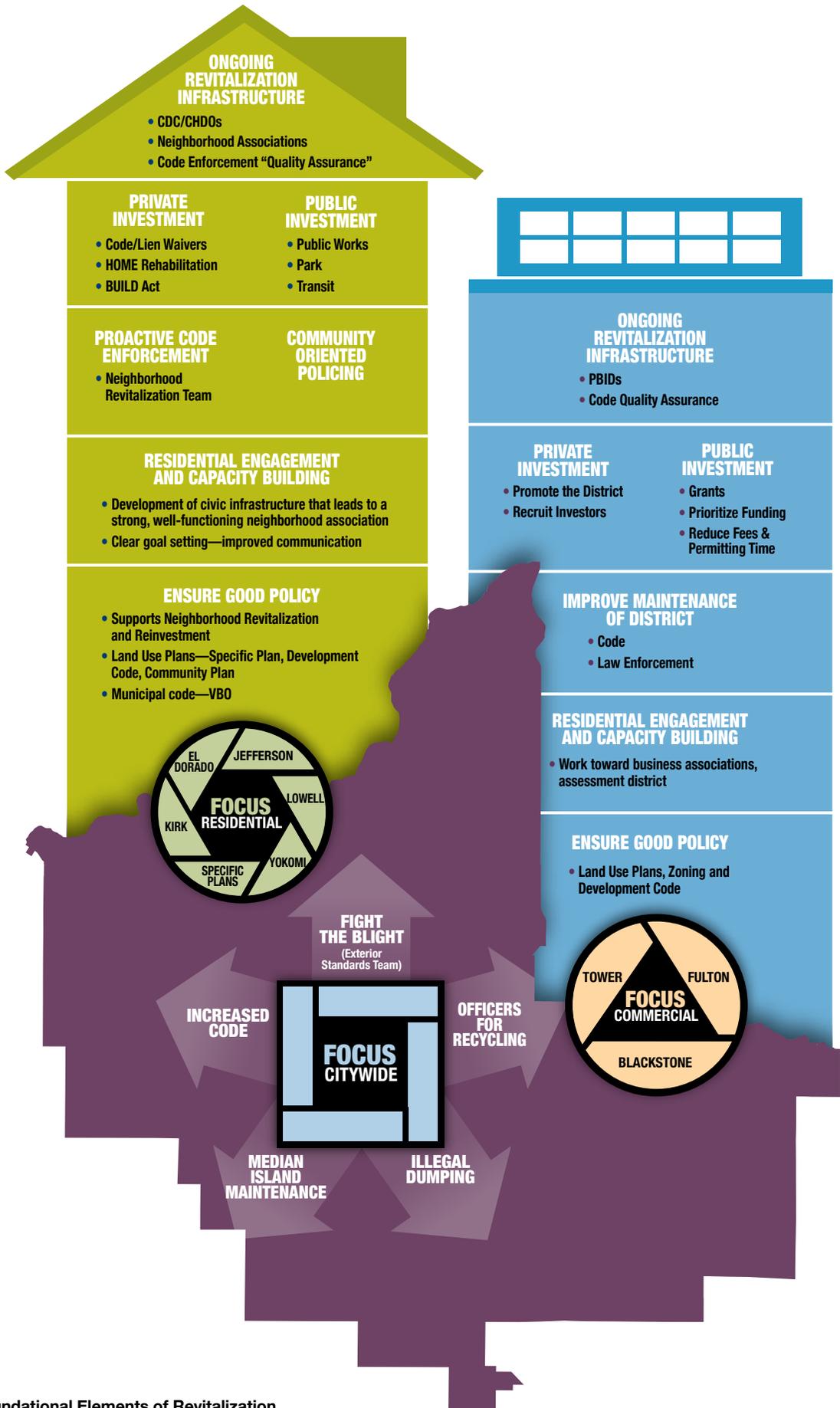
### Guiding Principle of Revitalization in the City of Fresno

Encompassing each of these elements is the guiding principle that the City of Fresno must work within its existing financial resources to orchestrate and support revitalization.

If Fresno was a much smaller and wealthier community, City leaders might consider directly investing in and subsidizing development and rehabilitation of older neighborhoods. Fresno is neither small, nor wealthy and cannot “write a check” and renovate the city. *We must work with the tools and financial resources we have to get the revitalization we seek.* As a charter city in California, those tools are:

1. Land use policy
2. Code enforcement
3. Targeted public infrastructure investments
4. Collaboration with public and private partners
5. Targeting state and Federal grants toward the goal of revitalization

We must work with the tools and financial resources we have to get the revitalization we seek.



Foundational Elements of Revitalization

# Foundational Elements of Revitalization

## Ensure Good Policy

For the most part, California state law grants authority to local governments to regulate land use. The major policy documents the City uses to provide that direction are:

1. General Plan
2. Community Plans
3. Specific Plans
4. Development Code

Together, these documents serve to either support reinvestment in and rehabilitation of existing neighborhoods, or inadvertently present obstacles to such investment.

Recognizing that good land use policy is the basis for all other revitalization efforts, the City has dedicated significant time and resources to this issue, including:

- Completing the Downtown Plans to be adopted by December 2015 (i.e. Fulton Corridor Specific Plan, Downtown Neighborhood Community Plan and Downtown Development Code);
- Completing and adopting the 2035 General Plan Update; and
- Completing the Citywide Development Code to be adopted by Fall 2015.

### **FY2016**

The Administration's budget proposes to continue laying the foundation with good land use planning in Southwest Fresno (SW Specific Plan), Southeast Fresno (Roosevelt Specific Plan), and in the West Area (West of 99 in "Growth Area 1"). The Southwest Specific Plan was the first of these three to begin. A plan area has been defined, and a citizen committee will be established this year to fully develop the Southwest Specific Plan. Boundaries for both Southeast and the West Area are being developed, and funds are set aside in FY2016 to add staff and consulting capacity to begin these plans.

## Engage Residents and Build Leadership Capacity in Neighborhoods

When residents organize their neighborhoods—either through Neighborhood Watch, a formal or informal neighborhood association, a homeowners association, or a community development corporation—it makes it much easier for the City to focus its services to meet the highest priorities that are determined by neighborhood residents (e.g. safety, barking dogs, park clean up, removing blight, etc). This is particularly important in older, distressed neighborhoods where the need for public services is extremely high. The City and its public and private partners have been intentionally developing capacity with resident leaders in three neighborhoods (El Dorado, Kirk and Yokomi) through the grant-funded “Building Neighborhood Capacity Program” (BNCP).

### **FY2016**

Through BNCP, the Administration proposes to continue building resident capacity and engagement through neighborhood enhancement projects; facilitating resident-led neighborhood meetings; and assisting in establishing a neighborhood association or community development corporation in the El Dorado, Kirk and Yokomi neighborhoods. In addition, the Administration proposes to expand work with the Lowell and Jefferson neighborhoods to build the capacity of the Lowell Community Development Corporation.

► For an overview of BNCP, see Appendix A.

## Conduct Proactive Code Enforcement

### **“Neighborhood Revitalization”**

Beginning in the Lowell Neighborhood, the City has piloted a form of proactive code enforcement known as “neighborhood revitalization,” which involves targeting specific neighborhoods and completing an approximate six month process to document conditions in the neighborhood on a property-by-property basis and identify all code violations, systematically work through the code cases until they are closed, and develop partnerships in the neighborhood to help residents get access to services that can help improve their properties and overall quality of life. The aim of proactive code enforcement is to improve property values, public safety, and home ownership in targeted neighborhoods. To date, the City has piloted proactive code enforcement/neighborhood revitalization in the Lowell and El Dorado neighborhoods and is partially through its first major effort in the Yokomi neighborhood.

► For additional information on the city’s neighborhood revitalization model, see Appendix B.

### **FY2016**

The Administration’s FY2016 budget proposes to continue the Neighborhood Revitalization work by maintaining a focus on the Lowell and El Dorado neighborhoods, completing the initial phases of work in Yokomi, and expanding this proactive code enforcement work to include the Kirk and Jefferson neighborhoods.

## Incentivize Private Investment

Recognizing the City lacks the financial resources to directly invest in revitalization, the City has instead focused its efforts on developing incentive programs (e.g. City's Code Lien Waiver program and the BUILD Act), using grant resources (e.g. HOME funding for housing rehabilitation), and aligning public infrastructure projects (e.g. BRT) to attract private investment.

### FY2016

The Administration will develop and implement a marketing plan to promote all available City incentives to investors, including the Code Lien Waiver program, the BUILD Act, and Wells Fargo's Home LIFT program. In addition, the Administration's FY2016 budget proposes to use annual HOME funds for individual home rehabilitation projects.

► For the Code Lien Waiver Program description, see Appendix C.

## Establish Ongoing Revitalization "Infrastructure"

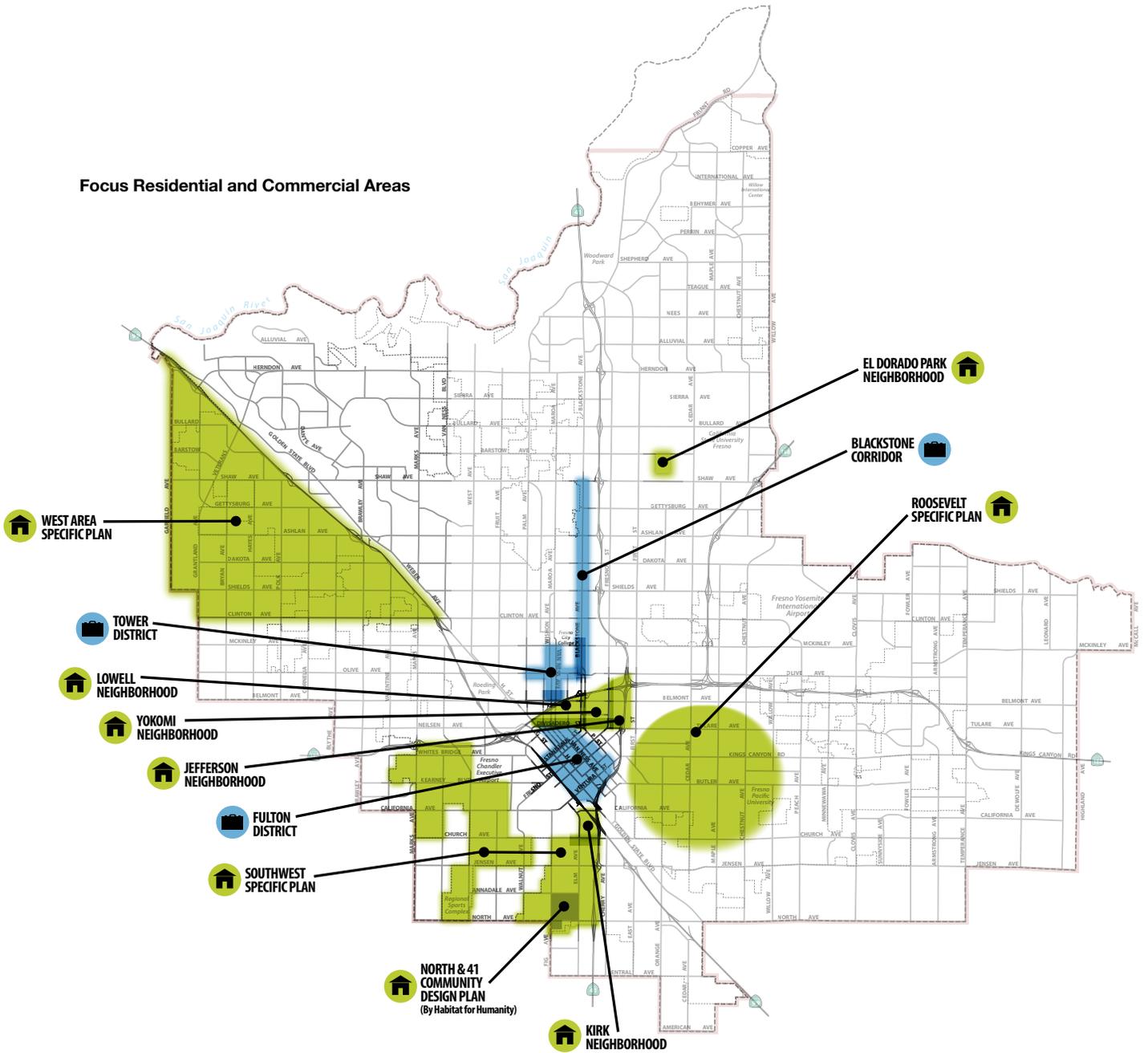
The work of neighborhood revitalization, whether in a residential or mixed use neighborhood, requires ongoing work and constant effort. Because Fresno has been in the early stages of revitalization, much of the effort has been directly supported by City staff. However, successful revitalization requires self-sustaining organizations to be created to continue the work past the "start-up" phases. In residential neighborhoods, those self-sustaining organizations could be Neighborhood Watch organizations, neighborhood associations, homeowners associations, community development corporations or Community Housing Development Organizations. In mixed use neighborhoods, they could be merchant associations (e.g. Tower District) or business assessment districts (e.g. Downtown Partnership). Having this sort of organization in place helps ensure the revitalization work continues past changes in City administrations, grants that expire, etc.

### FY2016

In this next fiscal year, the Administration will be working with:

1. BNCP partners to strengthen and expand the Lowell and El Dorado Community Development Corporations
2. Fresno Housing Authority to determine the feasibility of a Southwest Fresno CDC
3. Downtown Partnership to renew its assessment district
4. Tower District Association to determine feasibility of an assessment district in the Tower
5. Fresno Metro and merchants and property owners along the Blackstone corridor to develop a business association

**Focus Residential and Commercial Areas**



## At-A-Glance Initiatives

ELEMENT OF REVITALIZATION	RESTORE INITIATIVE
<b>Ensure good policy</b>	<ul style="list-style-type: none"><li>• Southwest Specific Plan</li><li>• Roosevelt Specific Plan</li><li>• West of 99 in “Growth Area 1” Specific Plan</li></ul>
<b>Resident engagement and capacity building</b>	<ul style="list-style-type: none"><li>• Expand resident leadership development in El Dorado, Kirk, Yokomi, Lowell, and Jefferson neighborhoods.</li></ul>
<b>Proactive Code Enforcement/ Neighborhood Revitalization</b>	<ul style="list-style-type: none"><li>• Maintain Neighborhood Revitalization Team in Lowell, El Dorado, and Yokomi neighborhoods.</li><li>• Add Neighborhood Revitalization Team to Kirk and Jefferson neighborhoods.</li></ul>
<b>Public and private investment</b>	<ul style="list-style-type: none"><li>• Promote incentives to investors.</li><li>• Target HOME funds toward housing rehabilitation.</li></ul>
<b>Ensure ongoing revitalization “infrastructure”</b>	<ul style="list-style-type: none"><li>• Strengthen and expand the Lowell and El Dorado Community Development Corporations</li><li>• Determine the feasibility of a Southwest Fresno CDC</li><li>• Renew Downtown assessment district</li><li>• Determine feasibility of an assessment district in the Tower District</li><li>• Work with merchants and property owners on Blackstone Corridor</li></ul>

## Citywide Clean Up and Restoration

In addition to the focused revitalization efforts described above, included in the proposed FY2016 are six additional strategies for supporting citywide clean up and restoration.

### Blight Team

In October 2014, the Mayor and City Council convened a broad-based Code Enforcement Task Force to help set citywide priorities for improving our neighborhoods. The Task Force concluded that exterior blight should be the City's top priority and worked with the City Attorney's Office to develop a new Vacant Blighted Building Ordinance. City Council approved the introduction of the ordinance and is set to adopt it in May 2015.

In FY2016, the Administration proposes the resources needed to implement the new Vacant Blighted Building Ordinance. The Code Enforcement Division of DARM will assemble a Blight Team to address residential blight utilizing a strategic, metrics based approach. Beginning with a citywide windshield survey using a grid system, the team will create a baseline of data identifying the location of all blighted, vacant residential properties within the City. The team will systematically notify property owners of the basic exterior maintenance standards required in the ordinance and provide an initial grace period for compliance. The team will publish quarterly reports identifying the status of key metrics including the number of vacant, blighted residential properties, the number of properties that came into conformance during the reporting period but remained vacant, the number of properties that came into conformance during the reporting period and were occupied, and the number of residential properties newly identified as vacant and blighted.

### Additional Code Enforcement Resources to Respond to Constituent Complaints

In FY2016, the Administration's budget proposes to add resources to the Code Enforcement division to improve service levels for constituent complaints.

The City is currently divided into four geographic districts for code enforcement to align with the Fresno Police Districts. There will be one senior staff member assigned to each district to address the priority Council concerns related to Code Enforcement. The members will be on assignment with the goal of creating base line metrics regarding these priority concerns, creating effective measures to address them, and tracking progress toward reductions in illegal dumping, homelessness, and the negative by-product of recycling convenience centers. The focus will include special emphasis on established neighborhoods to stabilize property values, improve quality of life and increase neighborhood pride.

### Improved Enforcement of Recycling Centers

In response to business and resident concerns related to the theft of recyclable materials, the City will provide for dedicated law enforcement surrounding recycling matters. Both real and perceived public safety concerns will be addressed surrounding recycling center and scavenging issues throughout the city. Having dedicated law enforcement focused on these matters will protect the residents and the loss of valuable materials.

## Clean Up for Illegal Dumping

Throughout the city, illegal dumping causes blight and is an attractive nuisance. Prioritizing the clean ups of illegal dumping and coordinating with law enforcement are focus areas in the FY2016 budget.

## Supporting MAP Point at the Pov

Partly funded through the City's Emergency Solutions Grant (ESG), the Multi-agency Access Program (MAP) Point at the Poverello House (Pov) opened in February 2015. MAP Point at the Pov is a centralized intake location staffed by multiple service agencies to help individuals in need get the right service, the first time. MAP Point at the Pov connects individuals facing housing, substance abuse, and/or mental illness challenges to supportive services. Navigators coordinate with case managers and an outreach team that goes into the community and meets individuals where they are.

### Connect with a Navigator

(559) 512-6777

412 F Street, Fresno

Ventura and G Street

## Appendices

### Appendix A:

## Overview of Building Neighborhood Capacity Program

### Appendix B:

## City of Fresno Neighborhood Revitalization Model

### Appendix C:

## Lien Waiver Program Description



Mayor Swearingin continues working to revitalize historically neglected neighborhoods in Fresno through the *Building Neighborhood Capacity Program* (BNCP) with support from Cross-Sector Partnership members such as the Housing Authority, Fresno County EOC, Fresno State, First 5, Fresno Unified, Wells Fargo and others. Mayor Swearingin expressed interest to the Department of Justice's Bureau of Justice Assistance (on behalf of the White House Neighborhood Revitalization Initiative) for resources to build capacity in five Fresno neighborhoods. As a result, Fresno was one of only four cities in the nation to be selected to participate in the pilot program.

The *BNCP* was designed to help low-income neighborhoods build the infrastructure and resources necessary to ensure families experience better results around education, employment, safety, housing, and other key areas. BNCP is intended to **catalyze community-driven change in neighborhoods** that have historically faced barriers to revitalization.

Persistently distressed neighborhoods often have a history of low or poorly targeted investments from the public and private sectors, may not be well-connected with institutions such as universities and hospitals, are far from economic vitality, experience high rates of crime, and face many other possible barriers.

As these issues are all related, they must be addressed holistically. The goal of BNCP is to guide neighborhoods in further developing the knowledge, skills, relationships, interactions, and organizational resources that enable residents and other stakeholders to create achievable revitalization plans that meet the needs identified by residents.

With funding from the Departments of Education, Housing and Urban Development and Justice, BNCP began providing targeted technical assistance beginning in January 2013. The Cross-Sector Partnership has provided matching funds for this effort as well as an agreement to align resources, policies and to work collaboratively in the two neighborhoods selected by the Center for the Study of Social Policy. **El Dorado and Southwest** neighborhoods were selected for this 18-month program based on their levels of distress and commitment to building capacity around the essential elements of healthy neighborhoods. Beginning October 1, 2014 Fresno was invited to participate in a second round of funding for the continuation of BNCP, and to include a third neighborhood, **Yokomi**, through September 2016.

BNCP support will guide the neighborhoods, and the cross-sector partnership working with them, to

- (1) Create and implement a resident-developed revitalization plan
- (2) Assist in the identification and completion of a learning-while-doing project,
- (3) Develop sustainable neighborhood associations, and
- (4) Make effective use of and attract a range of federal, state, and local resources.





## BNCP in El Dorado Park: By the Numbers

Fresno: El Dorado Park Population & Demographics		
	El Dorado Park	City
<b>Population*</b>	<b>4,500</b>	<b>500,819</b>
<b>Census Tracts (Block Groups)</b>	Tract 54.03 (all block groups)	
<b>Race</b>		
African American	22.2%	7.9%
White	51.4%	53.1%
American Indian/Alaska Native	1.7%	1.0%
Asian	10.5%	12.8%
Pacific Islander	0%	0.2%
Other	10.4%	20.3%
Two or More Races	3.8%	4.7%
<b>Ethnicity</b>		
Hispanic or Latino	39.0%	47.2%
White/Non-Hispanic or Latino	61.0%	52.8%
<b>Education</b>		
<HS Degree	24.8%	26.0%
HS Degree or Equivalent	32.1%	23.1%
<b>Economic Security</b>		
% Below Poverty Line	53.0%	23.4%
Unemployment	18.9%	15.7%
<b>Housing</b>		
% of Vacant Housing Units	9.1%	8.0%

## BNCP in El Dorado Park: Key Players

**Lead Agency:** City of Fresno

**Neighborhood Anchor Partner:** Wesley United Methodist Church; El Dorado Park Community Development Corporation

**Cross-Sector Partners:** City of Fresno (Mayor/City Manager's Office, Council District 3, Police Department, and Development and Resource Management Revitalization Division), Fresno Housing Authority, Fresno State University, Fresno Economic Opportunities Commission, Wells Fargo, First Five of Fresno County, Fresno Unified School District, Fresno County Department of Public Health, United Way of Fresno County, Reading and Beyond (Fresno Promise Neighborhood), Fresno Regional Foundation and Habitat for Humanity of Fresno County



## BNCP in Southwest (Kirk): By the Numbers

Fresno: Southwest Population & Demographics		
	Southwest (Kirk)	City
<b>Population*</b>	1,644	500,819
<b>Census Tracts (Block Groups)</b>	Tract 11 (Block Group 2)	
<b>Race</b>		
African American	17.7%	7.9%
White	32.9%	53.1%
American Indian/Alaska Native	0.3%	1.0%
Asian	1.8%	12.8%
Pacific Islander	0%	0.2%
Other	41.9%	20.3%
Two or More Races	5.2%	4.7%
<b>Ethnicity</b>		
Hispanic or Latino	75.9%	47.2%
White/Non-Hispanic or Latino	24.1%	52.8%
<b>Education</b>		
<HS Degree	59.8%	26.0%
HS Degree or Equivalent	19.0%	23.1%
<b>Economic Security</b>		
% Below Poverty Line	40.2%	23.4%
Unemployment	22.7%	15.7%
<b>Housing</b>		
% of Vacant Housing Units	9.6%	8.0%

## BNCP in Southwest (Kirk): Key Players

**Lead Agency:** City of Fresno

**Neighborhood Anchor Partners:** West Fresno Family Resource Center, Kirk Elementary, and Fresno County Economic Opportunities Commission - Local Conservation Corp, and Centro La Familia Advocacy Service

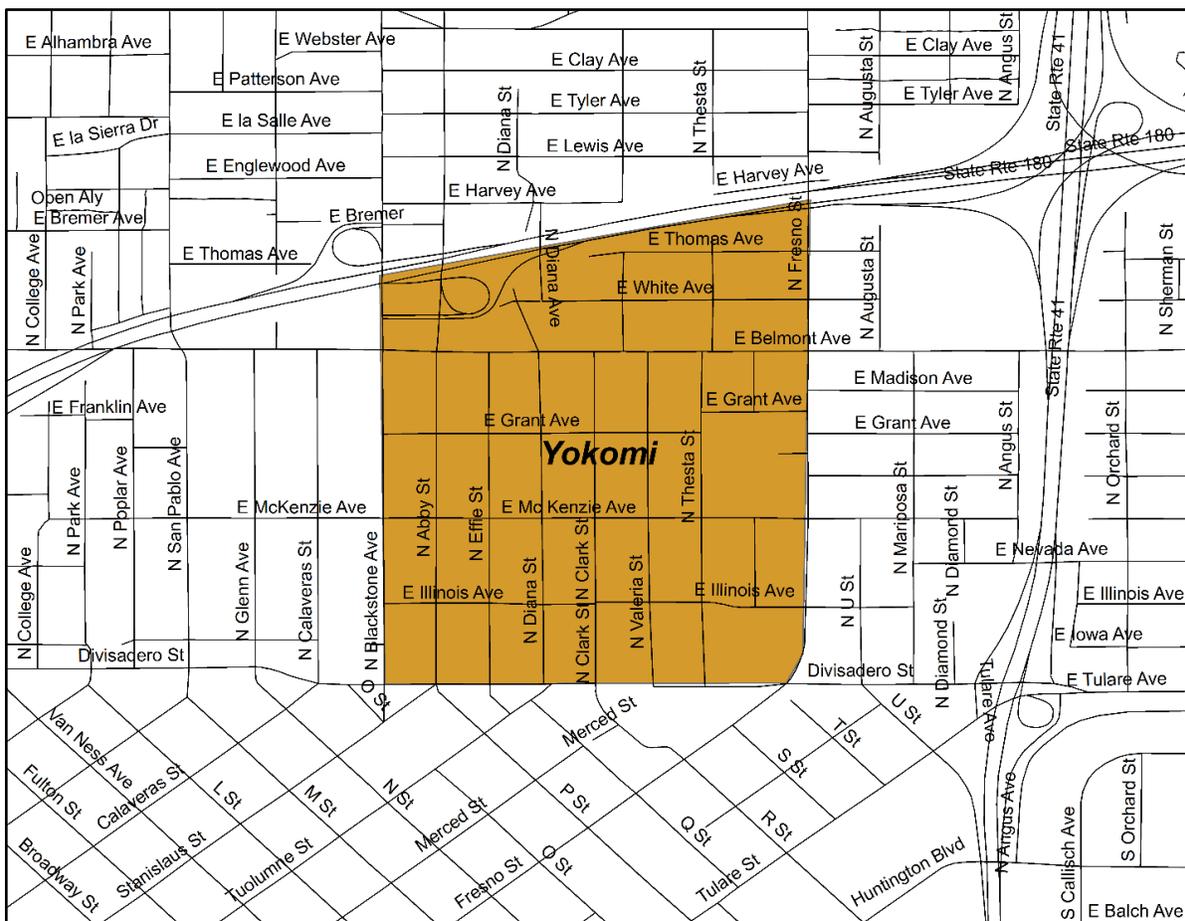
**Cross-Sector Partners:** City of Fresno (Mayor/City Manager's Office, Council District 3, Police Department, and Development and Resource Management Revitalization Division), Fresno Housing Authority, Fresno State, Fresno Economic Opportunities Commission, Wells Fargo, First Five of Fresno County, Fresno Unified School District, Fresno County Department of Public Health, United Way of Fresno County, Reading and Beyond (Fresno Promise Neighborhood), Fresno Regional Foundation and Habitat for Humanity of Fresno County

## Neighborhood Snapshot: YOKOMI - FRESNO

In 2014, the Yokomi neighborhood in Fresno was selected to participate in the Building Neighborhood Capacity Program (BNCP). Yokomi joins the second cohort of BNCP neighborhoods in the following cities: Flint, MI; Fresno, CA; Memphis, TN and Milwaukee, WI.

BNCP is part of the Administration's place-based programming efforts, which includes the [Promise Zones](#) and [Neighborhood Revitalization Initiative](#). Recognizing the power of place to influence access to opportunity, BNCP seeks to catalyze community-driven change in neighborhoods that have historically faced barriers to revitalization.

BNCP focuses on building [community capacity](#): **the knowledge, skills, relationships, processes and resources** that neighborhood residents, local organizations and cross-sector partners need to work together to achieve better results in public safety, education, housing, employment and other key areas. In addition to diverse capacity building efforts, BNCP neighborhoods implement a "Learn By Doing" project and develop a neighborhood revitalization plan.



Yokomi is one of the newest BNCP neighborhoods. While capacity building efforts have begun, Yokomi is currently in the assessment phase.

Want to know more about Yokomi? Contact the BNCP Team at [bncpinfo@cssp.org](mailto:bncpinfo@cssp.org)

## BNCP in Yokomi: By the Numbers

Fresno: Yokomi Population & Demographics		
	Yokomi	City
<b>Population*</b>	<b>4,348</b>	<b>500,819</b>
<b>Census Tracts (Block Groups)</b>	Tract 5.02 (3), Tract 6 (4), Tract 23 (1), Tract 24 (3)	
<b>Race</b>		
African American	10%	7.9%
White	41%	53.1%
American Indian/Alaska Native	2%	1.0%
Asian	13%	12.8%
Pacific Islander	0%	0.2%
Other	34%	20.3%
Two or More Races	1%	4.7%
<b>Ethnicity</b>		
Hispanic or Latino	57%	47.2%
White/Non-Hispanic or Latino	43%	52.8%
<b>Education</b>		
<HS Degree	49.9%	26.0%
HS Degree or Equivalent	24.2%	23.1%
<b>Economic Security</b>		
% Below Poverty Line	56.2%	23.4%
Unemployment	16.1%	15.7%
<b>Housing</b>		
% of Vacant Housing Units	19.8%	8.0%

American Community Survey Data (ACS), 2009-2013

## BNCP in Yokomi

2600 Fresno Street, Third Floor, Room 3065  
Fresno, California 93721-3604  
(559) 621-8003, FAX (559) 498-1012

## Neighborhood Revitalization Model

The City of Fresno conducted a pilot demonstration of its revitalization and community-building practices in one of Fresno's most distressed Downtown neighborhoods, the Lowell neighborhood. The goal of the pilot demonstration was to, with extremely limited resources, build a sustainable and replicable model of revitalization for older, historically neglected neighborhoods with a high concentration of poverty.

### Background

Why revitalize? Neighborhood conditions can predict how healthy or sick its residents are, as well as who may live longer or shorter lives. Patterns in residential segregation have demonstrated health and wealth inequalities among different racial, ethnic, and socioeconomic groups. A recent study from the Joint Center for Political and Economic Studies, *Place Matters for Health in the San Joaquin Valley: Ensuring Opportunities for Good Health for All*, states that the rate of premature deaths in the lowest-income zip codes of the San Joaquin Valley is nearly twice that of those in the highest-income zip codes. This overall pattern suggests that the clustering of social, economic, and environmental health risks constrains opportunities for people in these communities to live healthy lives.

Mayor Ashley Swearingin was sworn into office in January 2009 with a vision to revitalize Fresno's downtown and its surrounding neighborhoods. The Mayor's leadership supported the drafting and passing of key planning legislation that seeks to guide future development practices in Fresno's core. In 2010, City Council approved the funds to draft three planning documents: the Fulton Corridor Specific Plan for Downtown Fresno, the Downtown Neighborhoods Community Plan, and a Downtown Development Code. The Mayor was involved in each step of the planning process, and ultimately all three plans were recommended for approval to City Council by the community and are expected to be adopted in 2015.

On December 18, 2014, the Fresno City Council adopted the 2035 General Plan Update, which calls for about half of the City's growth and investment over the next 20 years to occur in existing neighborhoods within the city limits. While balanced in its approach, the General Plan represents a departure from the City's historic growth pattern. To effectively implement the new General Plan, the City of Fresno has developed a successfully modeled "proactive" code enforcement, which is led by the City's Neighborhood Revitalization Team.

## Vision

The City's Neighborhood Revitalization program is aimed to achieve its vision by:

- Actively engaging residents in the revitalization process in an effort to understand what the conditions are
- Maximizing resources through coordination of City departments and other stakeholders
- Ensuring sustainability of revitalization efforts
- Using a revitalization model that can be evaluated based upon neighborhood-specific conditions and replicated throughout the City of Fresno.

## Focused Revitalization

During this process there is continuous integration with the Code Enforcement and Housing Divisions to ensure the neighborhood quality of life is both maintained and enhanced. The City of Fresno is looking for outcomes as a result of focused neighborhood revitalization such as:

- Increased homeownership opportunities
- Decreased vacancy rates
- Ensure all homes are in compliance with code laws
- Promotion of responsible landlords and tenants
- Decreased crime, gang related activity and drug activity
- Improvement in the environment for childhood learning to increase test scores and attendance
- Increased safe and comfortable transit options (bus, biking, walking)

## Neighborhood Revitalization Team

Within the Development and Resource Management Departments Community Revitalization Division is the Neighborhood Revitalization Team (NRT). The NRT is assigned to targeted neighborhood revitalization activities.

The NRT currently consists of one manager, one community revitalization supervisor, three community revitalization specialists and three community outreach coordinators. One full-time Problem Oriented Policing (POP) officer also partners with the NRT per neighborhood. It is of particular necessity to have a team that not only understands the municipal code, but also who understands the need to create relationships of trust and to engage and collaborate with key stakeholders in all phases in the process of neighborhood revitalization.

The focus includes proactive, on-the-ground evaluation of blight and actions required to effectively address and remove these negative influences as well as providing hands-on outreach and engagement with neighborhood residents, property owners, business owners, community groups, connecting qualified home owners with rehabilitation programs, and creating partnerships with schools, nonprofit businesses, and other interested stakeholders who are actively participating in the revitalization of specific neighborhoods. Though it would stand to reason that the City of Fresno is vital to the success of neighborhood revitalization, without a model of collaboration with stakeholders, the efforts will not be sustainable without complete "buy-in" from engaged residents, businesses and other stakeholders.

## Pilot Neighborhood and Best Practices

In 2010, the City chose to pilot its approach in one neighborhood, Lowell, to ensure City staff and neighborhood residents could begin to understand the issues facing Fresno's downtown neighborhoods, how to best approach those issues, and how to ensure the most collaborative and efficient approach possible before moving into other neighborhoods.

The success of the neighborhood revitalization model is predicated on many factors being in place. Examples include, but are not limited to:

- A.** Each neighborhood is unique; this can also be true from street to street in the same neighborhood. It's crucial the NRT is poised to "adjust" at any given time, if current thinking and practices don't result in positive change.
- B.** Two City of Fresno departments are critical to positively impact neighborhood revitalization. These are the Police Department and Code Enforcement. This is not to say other departments such as Housing, Public works, etc. aren't essential. A strong foundation should be laid with enforcement of existing codes and a heavy presence of the NRT building a relationship of trust with stakeholders in order that criminal activities are reported and code enforcement violations are addressed.
- C.** A majority of City departments can enhance revitalization efforts by coordinating and allocating a percentage of their resources to impact the necessary work improvements in the focus neighborhood. For example, Public Works funding for sidewalk repairs, street light repairs, etc.
- D.** All City of Fresno housing programs should be aligned to fit the specific needs of the focus neighborhood. For example, Targeted Rehab programs should be designed to fit the needs of the affected community.
- E.** Community revitalization specialists are able to open their own code enforcement cases and work with the residents directly until the cases are resolved. For more complex cases, the NRT would continue to hand-off cases to Code Enforcement.
- F.** Adequate technology needs to be in place to maximize the amount of time NRT members spend in the community. An office in the neighborhood or mobile unit housing the NRT is desirable and might prove to be hugely impactful to the efforts of the team.
- G.** The NRT continues to partner with the Building Neighborhood Capacity Program, focused on improving resident capacity, the development of resident-driven revitalization planning efforts and sustainable neighborhood associations.
- H.** The NRT should be aware of and engaged in leveraging other programs such as the Fresno Economic Opportunity Commission's weatherization program. Such partnerships leverage the limited resources of each agency, but when combined can have positive results.

## Initial Targeted Neighborhoods

- El Dorado Park
- Jefferson
- Kirk
- Lowell
- Yokomi

## Neighborhood Revitalization Implementation

### PHASE 1

#### Data Mining

This phase generally takes approximately **four to six weeks**.

- Identify which neighborhood will be evaluated.
- Develop map of the neighborhood.
- Identify which four person team consisting of one senior, two Community Revitalization Specialists and one Community Coordinator will be assigned.  
NOTE: two teams can work different targeted neighborhoods at the same time.
- Data Mine: Conduct interviews with stakeholders, code enforcement, and other agencies as needed. Review maps, census, demographics, income, employment, education level, and other related information.
- Identify sub areas in the neighborhood and assign individual team members.  
Set up by residential blocks, total numbers of residences, etc.

### PHASE 2

#### Saturation Initial Evaluation

This phase generally takes approximately **four to six weeks**.

- Team assigned to neighborhood (boots on the ground)
- Photo existing conditions
- Assign initial rating system (1–5 with 1 being the worst)
- Introduce staff to residents
- Implement spread sheet database (Note: consider using Naviline for tracking)
- Look for signs of criminal element and activity.
- Look for general conditions in the neighborhoods that will require other City Division assistance, such as lighting, street conditions, alley blight
- Consider immediate assistance from Code Enforcement if there are critical health and safety issues.
- Consider immediate Housing Assistance if it is readily apparent during first inspection that the home qualifies.

### PHASE 3

#### Maximum Coverage

This phase generally takes approximately **six to eight weeks**.

- Introduction to stakeholders including proximity to schools, businesses, medical facilities and residents.
- Prepare introductory and provide introductory letters to the residents outlining the components of the program.
- During one-on-one contact, provide handout pamphlets.
- If there has been no personal contact, leave door hangers with key contact information listed.
- Initiate case for Code Violations.
- Conduct inspections on worst health and safety issues.

### PHASE 4

#### Rally Point Command Central

This phase generally takes approximately **six to eight weeks**

- Begin and end each day at same point.
- Evaluate progress, share evaluations, and provide support, scheduling the next day's activities.
- Evaluate new code cases and disposition.
- Consider integrating Code and Housing into this process.

### PHASE 5

#### Coordination/Integration—City Components

This phase generally takes approximately **six to eight weeks**.

- Conduct bi-weekly meetings with Code and Housing. Invite other divisions as needed.
- Consider having Code and Housing Staff respond to residents via their particular expertise.
- Evaluate what programs are available for the residents.

## PHASE 6

### Key Partners Outside of City Hall

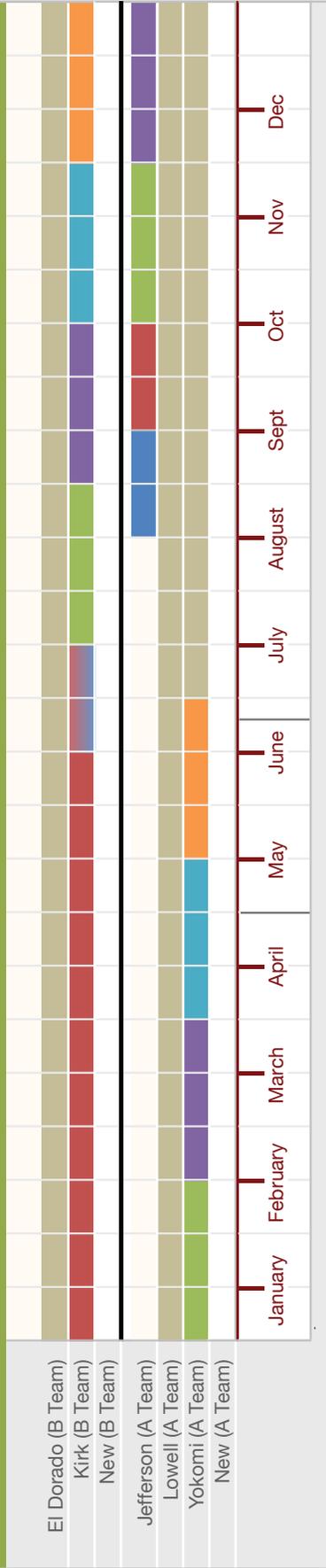
This phase is **ongoing**.

- Establish monthly meetings and secure input from EOC, Reading and Beyond, Housing Authority, Property Owners Association, and others as needed
- Solicit their expertise and program availability to individual residences
- Report Card: success measurement
- Identify how many homes per target area
- How many residents were contacted
- How many residents qualified for housing programs
- How many code cases were opened and closed
- From PD, identify crime trends (hopefully reductions) in focus area
- How long did it take to fully complete the neighborhood evaluation
- Identify any additional data that needs to be considered for future target areas
- Identify any substandard results
- Identify what follow up measures need to be taken

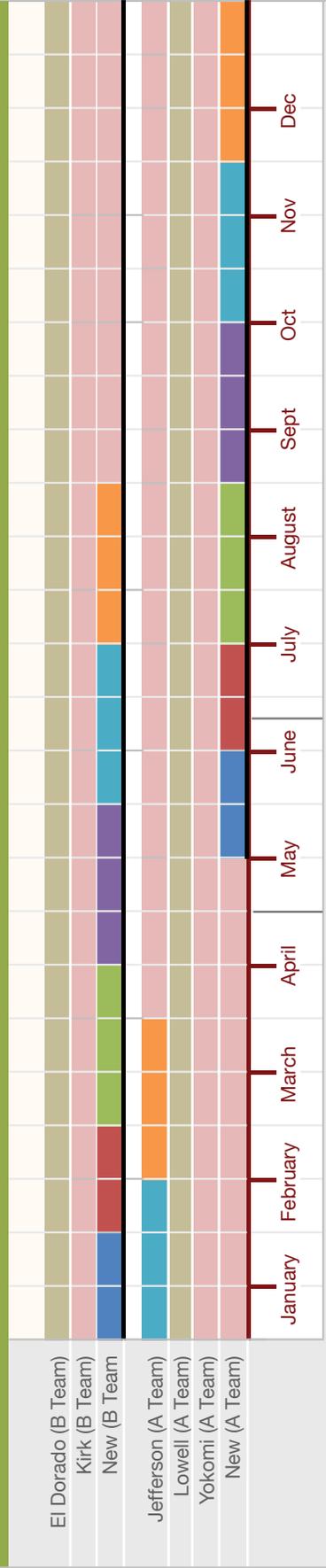
### Quality Assurance/Maintenance Mode—Initial Analysis

Based on the current data available, a target area with approximately 921 residences takes a minimum of 34 weeks to complete the Phase Program. Once the Neighborhood Revitalization Teams complete the Phase Program they move on to the next target area. It appears from the first initiative that approximately 45 residences or 5% of the total neighborhood are going to require support in the form of Code Enforcement. These can be open and closed code cases but because of the magnitude of their individual case it is apparent they will need further effort. The list of these particular cases will be transferred from NRT to Code Enforcement for continued effort. Once the Code Enforcement Department assumes the case they too can make a recommendation that the case be continued, closed or referred back to NRT for monitoring. Updating a report card is consistent with ensuring that the standard is met.

# 2015



# 2016



- Phase 1 Data Mining (5-7 Weeks)
- Phase 2 Saturation (5-7 Weeks)
- Phase 3 Maximum Coverage (8-10 Weeks)
- Phase 4 Rally Point/Command Central (8-10 Weeks)
- Phase 5 Coordination/Integration (8-10 Weeks)
- Phase 6 Key Partner Coordination (8-10 Weeks)
- Phase 7a Maintenance—Returning to Neighborhoods (Ongoing)
- Phase 7b Maintenance—After Phases Completed in Order (Ongoing)

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## Code Lien Waiver Program

### How it Works

Before purchasing a property, the purchaser may request a code lien payoff summary. The City will issue a summary of liens due at closing. These are divided into two categories—abatement liens and fines or citations. Abatement liens are the actual cost of abatement such as trash or weed removal. Fines or citations are the fees associated with the code enforcement action and the penalties assessed to the property owner for noncompliance.

The purchaser will request an agreement from the City with complete scope of work and anticipated investment. At a minimum, the work must remediate all code violations. The purchaser may request up to 90 days to complete the work necessary.

The City Manager may enter into an agreement to waive up to \$100,000 in fines or citations. The purchaser must pay all abatement liens at closing. At the end of the 90 days, the City will determine if the investment has been made and the code violations removed. At that time, the agreement will be completed and the code case closed.

### City Waives Fees and Citations

Investors seeking to identify property for rehabilitation can sometimes run into roadblocks such as unpaid code enforcement liens.

Beginning in early 2014, the City of Fresno began offering a Code Lien waiver program to encourage reinvestment in established neighborhoods.

An investor seeking to purchase a home or residential unit with code enforcement liens can participate.