



Recovery Plan

State and Local Fiscal Recovery Funds

2023 Report

City of Fresno
2023 Recovery Plan

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GENERAL OVERVIEW

EXECUTIVE SUMMARY

The COVID-19 pandemic not only had a traumatic effect on the lives of those that contracted this disease and those who lost family members and friends, it also exacerbated old inequities and surfaced new issues to be addressed. In short, the effects of the COVID-19 pandemic were deep and will resonate throughout the community for a very long time.

To help address those effects, the City of Fresno has developed several initiatives which will be funded with Coronavirus State and Local Coronavirus Fiscal Recovery Funds (SLFRF) provided through the American Rescue Plan Act (ARPA). These initiatives will provide the framework for various projects that the City will undertake over the next four years as a response to COVID-19 and its effect on the City as a whole. However, there may be changes to this framework as the effects of the COVID-19 pandemic manifest themselves further. If the initiatives or the projects within those initiatives change, this Recovery Plan Performance Report will be updated to reflect these changes. The initiatives and the projects associated with them will be detailed in the Uses of Fund section of this report.

The City has developed an ARPA website which, over time, will include information on ARPA and the City's priorities and guiding principles. This Recovery Plan Performance Report will be posted on the website. The City's ARPA webpage is located at <https://www.fresno.gov/finance/arpa/>.

USES OF FUNDS

The City of Fresno was awarded \$170,388,029 in SLFRF funds. To spend this money in an effective and impactful manner, the City developed a series of initiatives to provide the framework for the City's expenditure of SLFRF dollars. The City's policymakers continue to define and refine a variety of projects that are the tangible manifestations of these initiatives. As additional initiatives are approved, they will be added to this list.

CITY OF FRESNO ARPA INITIATIVES

Community Partnerships

Continuity of City Services

COVID-19 Mitigation and Prevention

Housing and Homeless Support

Investment in Neighborhoods

Public Safety

City of Fresno ARPA Initiatives

Community Partnerships	COVID-19 Mitigation and Prevention	Housing and Homeless Support	Housing and Homeless Support continued
<ul style="list-style-type: none"> AA – Capital improvements ABIRC - Crop buyback program BGCF - After school programs BTC - Housing services BW - Digital empowerment CLF - Debt Relief Assistance Program CVCSN - Child Care Vouchers EPU - Early Intervention program FAHF - Eviction Protection Program FAHF - Facade improvements FAHF - Small Business Assistance FMBC - Small Business Support FMM - Healthy food and Community Hub HOPE - Small Business Assistance MMC - Critical Emergency Domestic Violence Services NI - Workforce Training SJVMA - Workforce Training 	<ul style="list-style-type: none"> City of Fresno Employee Testing 	<ul style="list-style-type: none"> Affordable Housing - Conversion of Clarion Motel Affordable Housing - Sun Lodge Motel Conversion and Rehabilitation Affordable Housing - Tiny Homes Purchase for the Unhoused Community Land Trust Eviction Protection Program - Legal Services for Tenants Land Purchase for Affordable Housing - Parkway Drive Parcel LeSar Consultants - Future Housing Related Funding Resources Mixed Income Neighborhood Trust Mobile Shower Stations for the Unhoused - Housing Support Services for the Unhoused Community 	<ul style="list-style-type: none"> SWFDC - Homeownership Assistance Tenant Relocation Benefits - Rental Housing Support Voucher Incentive Program - Rental Housing Support
	Continuity of City Services		
	<ul style="list-style-type: none"> Administrative expenses City Employee Retention/Essential Worker Pay 		
	Public Safety		
	<ul style="list-style-type: none"> 911 Police and Fire Dispatch Center Fire Department Retention and Staffing Fire Department Staff Salaries Public Safety Training - Fire Drill Schools Fire Station Security and Repairs Police Sworn Staffing Retention Fire Investigation Unit Training Fire Radio Equipment Fire Station 12 Construction Metro Bike Patrol E-Bikes Police Radio Equipment Police Vehicles Regional Training Center Track Repairs Violence Intervention and Prevention Initiative 		
		Investments in Neighborhoods	
		<ul style="list-style-type: none"> City Infrastructure Parks – Creation and Improvement of Outdoor Green Spaces Additional Resources for Code Enforcement Beautify Fresno Resources - Litter Control Vehicles Enhanced Streetlighting Downtown Rotary Park Concrete Work 	

REVENUE REPLACEMENT

Staff has completed the calculations for revenue loss utilizing the Fiscal Year Actual Revenue Replacement calculation allowable under the SLFRF Final Guidance. The City also used the administrative growth rate of 5.2% specified in the SLFRF Final Guidance to calculate the revenue replacement figure. Based on the Annual Consolidated Financial Reports (ACFR) for FY2020 and FY2021 and the Final Rule Guidance's Revenue Replacement elements, staff has calculated that the City may recognize up to \$88,936,400 in Revenue Replacement.

PROMOTING EQUITABLE OUTCOMES

Fresno has long experienced inequity within various minority populations and neighborhoods in our community. The most notable is the high level of poverty that exists within Fresno and its concentration in qualified census tract neighborhoods. According to the Census Bureau, 23.5% of Fresno's population were living in poverty in 2021 with the majority of poverty concentrated in the southern portions, which also has the highest percentage of the city's minority populations. Historically, these parts of Fresno have experienced red-lining, disinvestment and have been essentially left behind. The City and its leaders have been making great strides to change by investing heavily in downtown and Southwest Fresno, modifying historical development policies and practices and encouraging investment in our most disadvantaged communities.

The Administration and City Council are committed to utilizing ARPA funds to continue to address inequity and inclusion in Fresno. Projects recommended by the Administration and approved by City Council are

evaluated with an equity lens and foreseeable benefits to the community within each project. In addition to the ARPA funded projects that the City is implementing, the City is using a portion of its ARPA funds to create partnerships with Community Based Organizations that are working daily to enhance equity in the community. Current efforts are being augmented and new programs funded targeting low-income households, disadvantaged communities, small businesses and neighborhoods that have suffered the most during this unprecedented pandemic.

In an effort to find equitable solutions to issues exacerbated by the COVID-19 pandemic, the City of Fresno Office of Community Affairs was brought in at the beginning to advise the administration on potential needs of the community specifically in the African American, Latino, Asian and Asian Indian communities. The Office of Community Affairs employs a liaison within each of these communities and serves as a conduit between the City of Fresno and these communities of color. Liaisons are embedded in their respective culture-rich communities and are aware of needs that may otherwise not be known without them.

Within the projects outlined below, a description of promoting equity outcomes is included. Some projects are focused on certain census tracts, neighborhoods or culturally specific communities in Fresno, whereas others are targeted at city of Fresno residents as a whole. These specifications are by design and aim to address community concerns through an equity lens.

COMMUNITY ENGAGEMENT

In order to ensure that the community's voice was a part of the dialogue on how to spend the City's ARPA funding allocation, the City released an online anonymous 10-question survey in English, Hmong, Spanish, and Punjabi via SurveyMonkey on December 2, 2021. The survey was distributed via the City's media channels, community organizations, and major media outlets. Questions allowed respondents the opportunity to provide feedback on general spending priorities, specific spending priorities, and allowed for open-ended feedback. The survey was available through January 30, 2022, and there were 868 responses that qualified. Below are the questions and results of the survey that pertained to spending categories and investments. The remaining seven questions allowed for demographic information and open-ended responses.

Question 1: Please provide us your general preferences for City investment of ARPA funding by ranking the following categories (1=Most Preferred, 5=Least Preferred).

67% of respondents chose "Response to public health emergency including public health, public safety (police and fire), and housing insecurity" as either a '1' or '2' spending priority.

Question 2: Please provide us your specific preferences for City investment of ARPA funding by ranking the following categories (1=Most Preferred, 6=Least Preferred).

46% of respondents chose "Homelessness: Services to address homelessness, such as buying motels to create more shelter beds, building supportive housing and using innovative new approaches to create much more affordable housing in Fresno" as either a '1' or '2' spending priority.

Another 46% of respondents chose “Public Safety: Expanding 911 Dispatch Center to reduce 911 hold times. Provide new vehicles, equipment and technology to our police officers and firefighters to keep the public safe” as either a ‘1’ or ‘2’ spending priority.

Question 3: Please provide any other feedback or input you would like to share.

552 individuals responded, which included the following:

1. Neighborhood Infrastructure comments: Street, road, sidewalk, water, sewer, lights, infrastructure, trees, potholes, paving = **198 references**
2. Housing/Homeless comment: Homeless, housing, mental health, shelter = **219 references**
3. Public Safety comments: Police, officers, firefighters, crime, criminals, public safety = **199 references**

LABOR PRACTICES

The City is committed to having effective labor practices on its ARPA funded projects. Even before receiving its ARPA allocation, the City had a number of workforce best practices to ensure strong labor standards that both promote the effective and efficient delivery of City projects and/or services, and support the local economy through strong employment opportunities for workers. Among the practices that the City has adopted for work done on City projects by private contractors are the following:

PREVAILING WAGE

The City has adopted a resolution (Resolution No. 82-297) specifying the general prevailing rate of per diem wages and per diem wages for holidays and overtime in the Fresno area for each craft, classification, or type of worker needed in the execution of contracts for the City. Contractors and subcontractors that are awarded construction contracts by the City to perform public works projects that are paid in whole or in part by public funds are required to pay their workers prevailing wage rate. Compliance with this policy is managed by the City’s Contract Compliance Officer, who is a staff member in the City’s Public Works Department, Construction Management Division.

PROJECT LABOR AGREEMENT

The City adopted a resolution (Resolution No. 21-242) on September 2, 2021, that required the City use a Project Labor Agreement (PLA) for any City capital project with a bid value of over \$1,000,000. A formal PLA between the City and various trade unions was formalized on September 29, 2021. The PLA details various working conditions, hiring practices, wage, and grievance practices that govern the relationship between the City and a contractor/subcontractor hired to perform on a project with a bid value over \$1,000,000.

NATIONAL TARGETED HIRING

The City adopted a resolution (Resolution 16-12) on April 21, 2016, requiring that contractors awarded public works project contracts by the City with a bid value over \$200,000 shall follow the National

Targeted Hiring practices when developing the work force they propose for such a project. The policy defines the minimum percentage of targeted workers that must be employed on applicable projects.

MINIMUM WAGE

The City follows both Federal and State law in requiring that any contributions made, or costs reasonably anticipated for bona fide fringe benefits under section 1(b)(2) of the Davis-Bacon Act on behalf of laborers or mechanics are made at a minimum level as defined by law. Laborers/Mechanics shall be paid the appropriate wage rate and fringe benefits on the wage determination for the classification of work performed, without regard to skill, except as provided in 29 CFR 5.5(a)(4).

In addition to labor practices that are applied to contractors, the City also has adopted labor practices that regulate the relationship between the City and its employees. The Labor Relations Division provides management support and advice to other City departments, particularly in the areas of employer / employee relations as mandated by the Meyers-Milias-Brown Act (MMBA) of 1968. It is responsible for representing the City in negotiations with employee organizations, administering negotiated contracts, grievance resolution, personnel policy consultation and training, unit determinations and elections, bilingual certification, special projects / assignments, and salary and benefit analysis and surveys.

USE OF EVIDENCE

The City is committed to using evidence-based interventions and program evaluations of its ARPA projects whenever possible. Where it is determined possible, a description of the evidence-based intervention or program evaluation will be described further within each project. Please refer to the Project Inventory section for further information.

TABLE OF EXPENSES BY EXPENDITURE CATEGORY

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
1	Expenditure Category: Public Health		
COVID-19 Mitigation & Prevention			
1.2	COVID-19 Testing	\$720,057.83	\$496,192.52
1.8	COVID-19 Assistance to Small Businesses	\$154,736.11	\$154,736.11
Community Violence Interventions			
1.11	Community Violence Interventions	\$73,564.70	\$73,564.70
2	Expenditure Category: Negative Economic Impacts		
Assistance to Households			

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
2.10	Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employments, employment supports or incentives)	\$873,099.95	\$873,099.95
2.15	Long-Term Housing Security: Affordable Housing	\$3,996,235.63	\$3,996,235.63
2.16	Long-Term Housing Security: Services for Unhoused Persons	\$238,616.11	\$238,616.11
2.17	Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities	\$151,203.79	\$151,203.79
2.18	Housing Support: Other Housing Assistance	\$12,862,696.02	\$12,862,696.02
2.22	Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	\$1,772,219.26	\$1,772,219.26
2.23	Strong Healthy Communities: Demolition and Rehabilitation of Properties	\$330,295.82	\$330,295.82
Assistance to Small Business			
2.29	Loans or Grants to Mitigate Financial Hardship	\$743,965.17	\$743,965.17
2.30	Technical Assistance, Counseling, or Business Planning	\$480,464.00	\$480,464.00
2.31	Rehabilitation of Commercial Properties or Other Improvements	\$163,942.74	\$163,942.74
2.32	Business Incubators and Start-Up or Expansion Assistance	\$439,451.19	\$439,451.19
2.33	Enhanced Support to Microbusinesses	\$208,464.88	\$208,464.88
Assistance to Non-Profits			
2.34	Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)	\$986,516.72	\$986,516.72
3	Expenditure Category: Public Health-Negative Economic Impact: Public Sector Capacity		
General Provisions			
3.2	Public Sector Workforce: Rehiring Public Sector Staff	\$1,426,770.23	\$1,426,770.23
3.3	Public Sector Workforce: Other	\$178,878.48	\$178,878.48
3.4	Public Sector Capacity: Effective Service Delivery	0	0
6	Expenditure Category: Revenue Replacement		
6.1	Provision of Government Services	\$32,540,252.86	\$27,558,772.90

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
7	Expenditure Category: Administrative		
7.1	Administrative Expenses	\$3,162.50	\$3,162.50

PROJECTS BY INITIATIVE

The projects below are sorted by City of Fresno initiatives that were determined based on priorities and community engagement. Each project offers a description and addresses equity, goals, and performance measures specific to the project.

COMMUNITY PARTNERSHIPS

ARTE AMERICAS

CAPITAL IMPROVEMENTS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)
Funding Amount:	\$413,175.00
Managing Department:	Finance
Purpose:	The purpose of this grant will be to complete necessary and needed capital improvements and to assist the city with its goal in reviving downtown neighborhoods and building a greater sense of community pride.
Qualified Census Tracts:	32.02
Use of Evidence:	N/A
Website:	https://arteamericas.org/
Project Status:	In Progress

DESCRIPTION

Our facility is 112 years old and in much need of structural evaluation and attention. The ARPA capital will enable us to begin projects, maintenance, and construction that will result in a greater capacity to serve the community and create a more efficient and structurally sound building for decades to come. Capital improvements will enable Arte Americas to provide a better and safer space to convene more groups, organizations, and projects while increasing the arts, exhibitions, and educational programming to more youth, seniors, families, and the surrounding community.

PROMOTING EQUITABLE OUTCOMES

While we serve people of all backgrounds, over 70% of our program participants are Latinos, a community that was disproportionately impacted by COVID-19.

GOALS OF THE PROJECT

- Create plan to mitigate negative economic impacts of COVID 19 on programs and services of Arte Américas.
- Complete a series of needed capital improvements to the building and grounds for the purpose of expanding cultural arts programming to community residents.
- Create a safer and better environment for visitors and staff and a more usable space for programs and collaborations with neighboring CBOs.
- Enhance accessibility to the building for attendance at visual and performing arts activities events, exhibitions, workshops, trainings, and community meetings.

Perform needed repairs, resume regular building maintenance, and revitalize areas of the building that were neglected due to closure, decreased income, monthly operating expenses, extreme vandalism, and unanticipated expenses.

PERFORMANCE MEASURES

Output Measures	Total
Number of people visiting and using the facility	2,915
Number of community meetings and programs taking place at the facility	20
Increased marketing and outreach efforts (social media, surveys, and questionnaires). How many marketing materials were created/sent?	3,118
Collection of impact testimonials from facility visitors. How many testimonials were collected?	7

Outcome Measures:

- So far, we've seen a 42% decrease in visitors compared to last year. This is likely due to the fact that last year's exhibition opened at the beginning of March and this year's exhibition did not open until mid-May.
- 20 community meetings/programs have taken place since the program start date.
- Social media tracking in Q2 increased by 63.5% and website visits have increased by 87.7% since the program start date.
- No impact testimonials were collected during the reporting period.

The objective of the project is to complete a series of capital improvements to improve our building and grounds for the purpose of expanding cultural arts programming to community residents. The ability to make capital improvements will create a safer environment for visitors, staff, and a more accessible space for programs and collaborations with neighboring CBOs. Arte Americas' building, and grounds have great potential to serve more community members of all ages and assist in the economic revival of downtown Fresno.

Inputs	Activities	Outputs	Outcomes
Funding for capital improvements	Assess current building and grounds: Conduct thorough evaluations of existing facility to identify areas in need of improvement and potential safety hazards.	Renovated and improved building and grounds	Safer environment for visitors and staff
Collaboration between Facilities Manager and Facilities committee	Develop a capital improvement plan: Engage experts and stakeholders to create a comprehensive plan outlining necessary upgrades and modifications to enhance the building and grounds.	Enhanced safety measures and accessibility features	Increased accessibility for programs and collaboration

Research and planning for effective capital improvements	Use of ARPA funds as well continuing to identify and apply for grants, solicit donations, and explore other fundraising opportunities to gather the necessary resources for current and future capital improvements.	Creating accessible space for programs and community collaboration	Greater utilization of the facility serving more people of all ages
Community support and engagement	Community Engagement and collaboration: Foster relationships with neighboring CBOs and community members to promote collaboration, gather input, and ensure that the cultural arts programming aligns with community needs and interests.	Greater community engagement and participation.	Enhanced community pride and cultural enrichment. Contribution to the economic revitalization of Downtown Fresno and improved quality of life for community members.
	Expand cultural arts programming: Develop and diversify the range of cultural arts programming offered to community residents catering to people of all ages and backgrounds.		
	Monitor and evaluate: Continuously assess the impact of the capital improvements and cultural arts programming on community residents and downtown Fresno's economic revival. Make necessary adjustments based on feedback and outcomes.		

ASIAN BUSINESS INSTITUTE & RESOURCE CENTER

CROP BUYBACK PROGRAM

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.33 – Enhanced Support to Microbusinesses
Funding Amount:	\$1,000,000.00
Managing Department:	Finance

Purpose:	The purpose of this project is to provide support to small, micro farms and businesses that have been severely impacted by the COVID-19 pandemic.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Website:	https://www.fresnoabirc.org/
Project Status:	In Progress

DESCRIPTION

This project will serve as a continuation of ABIRC’s Business Outreach and Technical Assistance and Crop Buy Back Program, the first of which is geared towards providing technical assistance and outreach services to small, micro businesses within the city. The latter, similarly, will provide financial *and* technical assistance to small, Black, Indigenous, Multiracial, People of Color (BIMPOC) farmers through the purchasing of their produce. This will then be followed by food distribution events that will enable food insecure families within the city to obtain these farmers’ produce. This will be a one-year project, taking place from October of 2022 to September of 2023, that will strive to push these BIMPOC farmers and small business owners towards recovery from the COVID-19 pandemic in the forms of newly acquired success and sustainability. The number of beneficiaries, as should be mentioned, will be at least 750 small businesses and BIMPOC farmers.

PROMOTING EQUITABLE OUTCOMES

This project is extremely conscious of racial equity and inclusion, as the main target populations are both small businesses/business owners and BIMPOC farmers of culturally diverse and ethnic backgrounds (i.e., minority, historically underserved, and marginalized communities). ABIRC staff members will ensure this, as they always do, by employing a culturally competent and sensitive approach when providing technical assistance and conducting outreach.

USE OF EVIDENCE

Tier – Preliminary Evidence

The “Business Outreach, Technical Assistance, and Crop Buyback Program” builds upon the Crop Buyback program that was established at the start of the pandemic in 2020. The previous program was a unique program that helped mitigate the impact of the COVID-19 pandemic by purchasing locally grown produce from Black, Indigenous, and People of Color (BIPOC) farmers and, subsequently, distributing them, at no charge, to residents within the City of Fresno. Nearly 70% of these micro farmers did not qualify for crisis relief programs because they lacked financial records that were in an acceptable format. These challenges were also evident amongst small Southeast Asian (SEA) businesses. The importance of highlighting this issue is to acknowledge that local governments struggled to outreach, provide technical assistance, and work with BIPOC farmers and small SEA businesses. Through the (previous) Crop Buy Back Program, the Asian Business Institute and Resource center (ABIRC) was able to assist over 250 micro BIPOC farmers, provide over 10,000 bags of free grocers to food insecure families, and, as a result, keep several tons of green waste out of the Central Valley. The current program is built upon the uncertainty of the COVID-19 pandemic and, most importantly, critical support that both micro BIPOC farmers and small SEA businesses need. In short, the current program will continue to support these communities and mitigate the effects the COVID-19 pandemic has had on them.

GOALS OF THE PROJECT

This project consists of four main goals, which are as follows:

- Provide outreach and technical assistance to at least 750 small SEA businesses and socially disadvantaged BIPOC farmers that reside within the city of Fresno.
- Combat language and cultural barriers by being linguistically and culturally appropriate.
- Provide financial relief to socially disadvantaged BIPOC farmers who have been deeply impacted by the COVID-19 pandemic.
- Create regional networks amongst our organization, community partner organizations, and other organizations we have yet to reach.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many clients have been served?	130

Output Measures	Total
Number of farmers applied	86
Dollar amount of crops purchased	\$137,654.00
Number of bags of food served to families in need	5109
Amount of crops throughout the program	69

Outcome Measures:

Outcome: Target at least 750 small businesses and BIMPOC farmers within the city

- So far, project staff have been able to target 130 small businesses within the city of Fresno. This number is expected to increase, as sales will increase, and more produce is grown and harvested.

Outcome: Purchase culturally diverse specialty crops from BIMPOC farmers

- These past few months, we have consistently purchased culturally diverse specialty crops from BIMPOC farmers. A list of these crops can be found below in question number five. It is anticipated that ALL Crop Buyback events will involve the purchase of culturally diverse specialty crops.

Outcome: Give back \$600,000.00 in total to these BIMPOC farmers and their businesses

- So far, ABIRC has given back \$137,654.00 to BIMPOC farmers and their business within the city of Fresno. This is directly from the eight Crop Buyback events that ABIRC was able to host and coordinate.

Outcome of TA services: Services provided, grants/loans received, impact of requested TA, etc.

- So far, ABIRC has been able to help 27 small business owners apply for Fresno Area Hispanic Foundation's small business grant and 33 BIMPOC farmers apply for the USDA: CFAP2. Out of the 27 small business owners, only five were approved. Regarding the USDA: CFAP2 grant, some farmers have received notification, while others have not. This is something that ABIRC project staff will be following up with in the coming weeks.

Other outcomes/results: limited case management

- ABIRC project staff was able to distribute produce boxes to high school students and their families at McLane High School and residents who attended a marketplace event, “Blooming Opportunities.”

BITWISE

DIGITAL EMPOWERMENT PROGRAM

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.32 – Business Incubators and Start-Up or Expansion Assistance
Funding Amount:	\$102,935.65
Managing Department:	Finance
Purpose:	Community outreach for local micro and small businesses in the City of Fresno to create awareness and connect them with the digital tools, knowledge and support they need to grow their business in the digital economy.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

Bitwise Industries will connect local businesses in Fresno with the knowledge and tools they need to succeed in the digital economy. This will be achieved via the establishment of a Digital Empowerment Center which will perform multi-modal outreach to local micro and small businesses. Business owners will be consulted and educated on internet access and services, be made aware of tooling and technical optimizations, provided workshops around digital literacy etc. to help support their individual business needs.

PROMOTING EQUITABLE OUTCOMES

The population we'll serve will be micro and small businesses negatively impacted by COVID-19 with an emphasis on owners from minority populations. We'll provide translation services as needed in our outreach, tooling, and workshop design based on the City of Fresno's population with particular emphasis on Spanish, Hmong, and Punjabi speaking communities.

USE OF EVIDENCE

Evidence Tier - Moderate

The Small and Micro Business Digital Empowerment Center program uses validated outreach and pedagogical techniques to share digital knowledge that small businesses have been shown to lack, but benefit from, particularly in recovery from pandemic conditions.

Digital skills and tools improve businesses' resilience and profitability. Supportive findings include:

- Small businesses' adoption of digital tools and mastery of digital skills are positively associated with revenue growth, profits, job creation, and likelihood of being an exporting firm.
- <https://bipartisanpolicy.org/download/?file=/wp-content/uploads/2022/09/BPC-SMB-Campaign-Report-FINAL-v3-1.pdf>
- <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/technology-media-telecommunications/us-tmt-connected-small-businesses-Dec2017-old.pdf>

- <https://americaninnovators.com/wp-content/uploads/2022/08/Empowering-Small-Business-The-Impact-of-Technology-on-U.S.-Small-Business.pdf>
- Businesses with strong digital capacity are more efficient than their less digital peers.
 - <https://hbr.org/2017/01/what-the-companies-on-the-right-side-of-the-digital-business-divide-have-in-common>
 - <https://www.goodthingsfoundation.org/insights/improving-digital-skills-for-small-and-micro-businesses/>
 - Conversely, gaps in digital capacity between large, well-equipped companies and small enterprises are associated with disparities in productivity, innovation, and growth rates that favor bigger, more digital actors. <https://www.oecd-ilibrary.org/sites/71cb507b-en/index.html?itemId=/content/component/71cb507b-en>
- The individualized benefits of digital access and wealth creation are relevant, because small business owners' and leaders' personal attitudes and abilities are an influential determinant of company capacity, and because the success of a small business enriches those owners and leaders rather than a more hands-off group of shareholders and directors.
 - Wealth creation, which results from the strong association between digital adoption and small business revenue growth, in low- and medium-income communities has proven community-building benefits. <https://catalog.results4america.org/strategies/broadband-access>

GOALS OF THE PROJECT

Conduct outreach to 5,000 micro and small business owners within the City of Fresno to educate 1,500 over the course of one year on different methods of digital literacy that can empower their micro and small businesses. Assess participants' digital literacy levels in relation to the types of training received to evaluate baseline knowledge and progress thereafter. Assessments may be web based, via digital/in-person workshops, or conducted during outreach. By focusing outreach at the grassroots and utilizing a variety of different methods we will reach community members who have been historically underserved or have not previously accessed resources and support due to knowledge, education, or language barriers. Assessments will be facilitated by navigators who will keep records before, during and after service delivery to evaluate digital literacy outcomes.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of small businesses served	196

Output Measures	Total
Number of workshops held	3
Number of small businesses connected to resources	59
Number of digital literacy workshops	3

Key Components of the Program:

- Digital Empowerment Center staffed by a Coordinator and Digital Navigators with expertise in infrastructure, ACP and other broadband assistance programs, business software, marketing consulting, and technical support
- Technology Consulting Workshops focused on essential computer skills, increasing business visibility online, engaging with customers online, essential software skills, digital accounting, and navigating the internet
- Community Engagement through multiple channels including in-person contacts, TV and radio coverage, website, and third-party promotion
- Digital Literacy Assessments to help identify needs

- Wraparound Services to ensure equitable access to support: free access to coworking space, computer and other digital equipment; in-language programming; childcare services.

BOYS AND GIRLS CLUB

AFTER SCHOOL PROGRAMS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety.
Funding Amount:	\$160,000.00
Managing Department:	Finance
Purpose:	To provide after-school education and recreation programs at four (4) Boys & Girls Clubs for 565 youth living in the poorest, underserved neighborhoods in the City.
Qualified Census Tracts:	3, 13.01, 24, Pinedale (44.04)
Use of Evidence:	Yes
Website:	https://www.bgcfresno.org/
Project Status:	In Progress

DESCRIPTION

The COVID-19 pandemic has led to uncertain and frightening times for families. It has also exacerbated the tremendous need for quality, comprehensive after-school programs. Nowhere is this need more critical than for young people living in low-income neighborhoods. Although schools have been making every effort to deliver quality online programming, young people living in Boys & Girls Club neighborhoods often do NOT have computers or adequate internet access at home. The Boys & Girls Club has been striving to combat the risk of academic backsliding in critical academic subjects.

ARPA funding from the City of Fresno will help us provide after-school education and recreation programs at the Zimmerman, East Fresno, West Fresno, and Pinedale Boys & Girls Clubs. The following programs will reinforce knowledge and skills by integrating fun with educational activities.

Power Hour, Career Launch, and Junior Staff programs encourage Club members toward academic success, high school graduation, goal setting, college readiness, and career and job readiness.

PROMOTING EQUITABLE OUTCOMES

B&GC has a proven track record of making a difference for at-risk youth. Our Clubs are in impoverished, ethnically diverse neighborhoods. As an organization our Unit Directors and staff at each of the Club sites effectively mirror our youth demographics, with diverse minority staff and male mentors. Ninety-two percent (92%) of our Club members identify as Latino, African American, Asian, or mixed ethnicity and 37% are male. Out of 80 Club staff, 90% are Latino, African American, Asian, or mixed ethnicity and 42% are male.

USE OF EVIDENCE

Tier – Moderate Evidence

Power Hour is an after-school homework help and tutoring program. The Boys & Girls Clubs of America (BGCA) conducted a search of literature, both web-based and academic databases to locate evaluations of programs that include academic enrichment activities and primarily serve diverse and low-income elementary school-aged youth. Once collected, they reviewed and analyzed the literature on after-school program impacts to clarify overall outcomes, effective program components, and potential explanations for inconsistencies in the literature.

Tier – Moderate

Career Launch & Junior Staff are job-readiness and career-preparation programs. They are based on the latest research-based practices in workforce development and career education. These best practices inform program design, content, and approach, providing a strong foundation for career exploration and development. Career Launch offers a variety of activities to hone teens' decision-making, problem-solving and critical-thinking skills. The program gives youth the chance to explore various careers based on their interests and talents, helps them determine the corresponding educational path they need to pursue, and guides them in mapping out a plan for their future. Junior Staff helps teens identify more about themselves and their vision for the future. It is a small group program that helps teens explore a career in youth development or other human services.

Tier - Strong Evidence

Triple Play improves participants' knowledge of healthy habits, good nutrition, and physical fitness; increases the number of hours per day they participate in physical activities and strengthens their ability to interact positively with others and engage in healthy relationships. Youth learn new ways to eat nutritionally, manage stress, maintain physical fitness, and form positive relationships with their peers. Research indicates that young people with better-developed movement skills are more likely to be physically active, and youth who are physically active are more likely to be adults who are physically active.

GOALS OF THE PROJECT

The Boys & Girls Club will provide services to a minimum 565 youth as follows:

- FALL 2022 – The following programs will be offered September -- December 2022: Power Hour, Career Launch, Junior Staff Internship and Triple Play.
- SPRING 2023 – The following programs will be offered January -- March 2023: Power Hour, Career Launch, Junior Staff Internship and Triple Play.
- SUMMER 2023 -- The following programs will be offered June -- August 2023: Summer Reading, Career Launch, Junior Staff Internship and Triple Play.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many youths have been served?	1,310
Output Measures	Total
How many youths have participated in Power Hour?	727
How many youths have participated in Career Launch?	234
How many youths have participated in Triple Play?	1,015

Outcome Measures: *(taken from your Project Summary Report. Please report statistical information regarding the outcome measures listed below. Feel free to add more)*

- Of the youth enrolled 92% has participated in one or more program
- 63% participated in educational services including Power Hour & Summer Reading
- 68% engaged in programming addressing ethics, assist in positive decision making, problem solving, critical thinking and conflict resolution

- 32% of youth participated in “Career Launch” a job training and career education for job employment activity, and in a Junior Staff Internship
 - 96% of members engaged in physical activity, social, and nutrition education.

BREAKING THE CHAINS

HOUSING SERVICES

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)
Funding Amount:	\$104,443.00
Managing Department:	Finance
Purpose:	To reduce homelessness and housing insecurities for human trafficking victims and their children as well as remove barriers to long-term stability and economic recovery. Provide interim housing and support services at hotels for households while transitioning to more stable housing opportunities.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://www.btcfresno.org/
Project Status:	In Progress

DESCRIPTION

This project will focus on expanding access to emergency, temporary, and permanent housing for project participants by increasing staff capacity to assist victims in accessing financial support, housing services, utilities, household items, food, transportation, and childcare costs.

Expanded services will provide a variety of support to human trafficking victims and their children while they stabilize their lives. Funding will be used to secure new BTC staffing in this initial year until BTC can prepare to fundraise and pursue other grants to sustain these positions. Funding will also be used to provide.

The project period is expected to be for one year, as contracted by the City of Fresno. Project referral sources and service partners will be local, state, and federal law enforcement agencies such as the Fresno Police Department and FBI.

Provide interim housing and support services at hotels for households while transitioning to more stable housing opportunities. Local emergency shelters still have not gone back to full capacity, resulting in an increase in unsheltered homeless. The City will provide temporary hotel stays with on-site supportive services to households while transitioning to more stable housing opportunities.

PROMOTING EQUITABLE OUTCOMES

This project will serve homeless individuals impacted by human trafficking who, according to local Point in Time (PIT) surveys as well as national statistics, are disproportionately people of color. The local homeless community is

disproportionately represented by Native American, African American and Latino/a. By working to address homelessness in our community, Fresno is working to address these racial inequities through housing.

GOALS OF THE PROJECT

This project will provide housing and other supportive services to individuals and families that are experiencing a risk of homelessness. This program will be using evidence-based practices to ensure these interventions are successfully keeping people housed and/or housing the most vulnerable. Interventions such as rental and utility payment, direct payment for hotel and motel rooms, transportation vouchers, and other types of interventions. This project does not contain a program evaluation; therefore, successes will be measured by our key performance indicators.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many adults have been served?	263
How many children have been served?	12

Output Measures	Total
Total number of nights provided for emergency overnight shelter	30
Total number of individuals placed in temporary housing	2
Total number of individuals placed in long term housing	1
Number of individuals provided with housing financial assistance	2
Number of individuals provided with financial assistance for food:	47
Number of individuals provided with financial assistance for transportation:	3
Number of individuals provided with financial assistance for childcare:	0

Outcome Measures:

- Of the clients you have had since the start of the program, you have increased the number of homeless sheltered by 14%
- Of the clients you have had since the start of the program, you have increased the number of homeless able to access services by 17%

CENTRO LA FAMILIA

DEBIT RELIEF ASSISTANCE PROGRAM

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.2 – Household Assistance: Rent, Mortgage, and Utility Aid
Funding Amount:	\$873,840.00
Managing Department:	Finance

Purpose:	Centro La Familia Advocacy Services (CLFA) proposes to implement the COVID-19 Debt Relief Assistance Program’ that will target low-income populations in the city of Fresno to provide financial relief by paying mortgage, credit cards, car payments, and medical costs, for families and individuals impacted by COVID-19.
Qualified Census Tracts:	2, 3, 4, 5.02, 6.01, 7.02, 7.01, 9.01, 9.02, 13.01, 13.03, 13.04, 20, 23, 25.01, 25.02, 26.01, 27.01, 28, 54.08
Use of Evidence:	Yes
Website:	https://www.centrolafamilia.org/es/
Project Status:	In Development

DESCRIPTION

This program will provide an avenue for low-income individuals and families to receive direct financial assistance to help cover back due bills or debt caused by COVID-19. Qualification for benefits will include implementation of an assessment to assess impact and Area Median Income (AMI) conducted by trained staff. Assistance can cover mortgage credit cards, car payments, and medical costs to help families and individuals get back on their feet. The work will be completed by a bilingual Housing Advocate who will work closely with CLFA’s administrative team. The proposed timeline for the program is February 1-November 30, 2023.

PROMOTING EQUITABLE OUTCOMES

This project will target unserved families and individuals who come from low-income, BIPOC communities living in the City of Fresno with emphasis on Hispanic/Latino, Hmong, and Punjabi populations.

USE OF EVIDENCE

Tier - Preliminary Evidence

The pre- and post-test CLFA will use is the Needs (Stressors) survey. The purpose of the survey is to identify ‘stressors’ a client is facing and assist them with resources/services to address the issues, with the goal of reducing the stressors.

CLFA will administer the tool during the initial intake of services (pre-test), and it will help determine additional services the client can be linked to, to help meet these needs. The linkage(s) can be to other CLFA programs or an external service provider.

Upon completion of ARPA services/program exit, the client will be given a post-test to determine if the ‘needs (stressors)’ were reduced. All information will be tracked, assessed for outcomes, and reported to the City of Fresno

GOALS OF THE PROJECT

- Address the negative impacts of the pandemic and help improve families and individuals’ financial situations by decreasing their debts.
- Reduce incidences of homelessness and foreclosures
- Provide wraparound services and links to additional resources and community support.

- Improve the financial well-being and mental health for families/individuals from the stressors caused by COVID-19
- Track all monetary assistance provided as well as demographic information on families and individuals.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many clients have been served?	0

Output Measures	Total
Number of clients provided with a financial assessment	0
Number of clients provided with mortgage, credit card, car payments or medical costs assistance	0
Number of clients provided with wraparound services, linkages, and case management services	0

Outcome Measures:

For this period, Centro La Familia Advocacy Services does not have any outcome measurements to report. The organization worked to put internal processes in place that will allow it to capture outcome measures beginning July 2023. It will utilize the identified tool: Needs (Stressors) Survey and implement to all clients in the program beginning July 2023.

CENTRAL VALLEY CHILDREN'S SERVICES NETWORK

CHILD CARE VOUCHERS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.11 – Healthy Childhood Environments: Child Care
Funding Amount:	\$1,000,000.00
Managing Department:	Finance
Purpose:	To provide family childcare vouchers for 50 children of those families identified as experiencing the greatest need.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Website:	https://www.cvcsn.org/subsidized-child-care/
Project Status:	In Development

DESCRIPTION

Our program consists of the distribution of Family Child Care Vouchers to 50 unduplicated children for the term of one year. This approach will ensure that families residing in the City of Fresno have access to childcare that meets their unique family needs. CVCSN will continue the program first implemented through the CARES Act childcare vouchers, redesigned to support our community childcare needs during COVID pandemic recovery phase and excessive high cost of living. The priority is to support working families with the financial burden that the cost of childcare inflicts. Families can select any of the following childcare providers: Licensed childcare centers, Licensed Family childcare homes, and Family/Friend/Neighbor caregivers if Trustline background requirements are met. The structure of this program is already in place. It's expected to begin delivering services as soon as funding becomes available.

PROMOTING EQUITABLE OUTCOMES

Although Central Valley Children's Services Network (CVCSN) is the lead organization on this project, it is a collaborative effort. Local CBOs, government agencies, housing, justice, philanthropy, economic development; among others, will provide the appropriate checks and balances to ensure that deliverables are offered to those who are in need with equality. The Family Child Care Vouchers is targeting those families who are disproportionately represented by most community systems. Staff are fully trained in using evidence-based practices to ensure zero tolerance for discrimination.

USE OF EVIDENCE

Tier – Strong Evidence

While effects vary across programs, comprehensive research syntheses demonstrate that children who participate in evidence-based childcare and early education programs tend to have better academic, career, health, and social-emotional development outcomes than their counterparts.

- A 2015 research synthesis conducted by the Obama administration found that delivering high-quality early education and childcare is associated with increased kindergarten readiness, and increased rates of employment and earnings for parents, particularly mothers. *THE ECONOMICS OF EARLY CHILDHOOD INVESTMENTS; (2015)*.
- A 2019 meta-analysis of preschool effectiveness found that attending preschool led to significant improvements in math and reading skills, a lower probability of being held back a grade, and improved social-emotional development. While outcomes varied based on the quality of pre-k programs, in general, children who attended pre-k tended to fare better academically than those who did not. *Untangling the Evidence on Preschool Effectiveness; Insights for Policymakers; Beth Meloy, Madelyn Gardner, and Linda Darling-Hammond; (2019)*
- A 2020 research synthesis on the long-term impact of enrollment in early childhood education found it is associated with reductions in involvement with the criminal justice system and chronic disease and increases in educational attainment and wages. *Early childhood and economic mobility Investments in the early years yield interest; By Abby Parcell, Amber Wells, and Brittany Jeatter; (March 2020)*.

GOALS OF THE PROJECT

- A minimum of 50 children residing in the City of Fresno will receive quality early care and education in licensed childcare centers, licensed family childcare homes, and Family/Friend/Neighbor caregivers, which will allow them to be ready to enter school and ready to succeed in work and life.
- A minimum of 25 families residing in the City of Fresno will receive childcare vouchers, allowing them to work, financially support their families, and contribute to the prosperity of our city.
- CSN through the American Rescue Plan seeks to support our communities during the pandemic's recovery phase, this program focuses on the immediate need that many families and childcare providers face as they return to their daily routines. Childcare providers residing in the City of Fresno will be positively impacted financially which will contribute to improving our local economy.

EXCEPTIONAL PARENTS UNLIMITED

EARLY INTERVENTION PROGRAM

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)
Funding Amount:	\$158,785.00
Managing Department:	Finance
Purpose:	This project will provide housing and other supportive services to individuals and families that are experiencing the risk of homelessness.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://epuchildren.org/
Project Status:	In Progress

DESCRIPTION

Early intervention services help families feel supported and confident while minimizing the need for special education services when children enter the K-12 system. The program is funded by the California Department of Developmental Services through the Central Valley Regional Center's (CVRC) vendors for Early Start Early Intervention services. EPIC (Engage. Play. Inspire. Connect.) serves anywhere between 450-550 infants and toddlers annually (200-250 at any given time) throughout Fresno County, with most services being within the City of Fresno. 100% of program funding is earned through billable services; however, there is no reimbursement for missed/cancelled appointments, sick leave time or lost productivity due to vacancies and staff shortage. It is the non-reimbursable expenses portion that ARPA funds will specifically fund through this project (which is part of the program's total cost). Therefore, using the ARPA funds to support the fiscal sustainability of our early intervention services is an urgent necessity for the long-term success of the EPIC program.

PROMOTING EQUITABLE OUTCOMES

The State of Babies Yearbook 2021, published by Zero to Three – a national nonprofit organization that informs, trains, and supports professionals, policymakers, and parents in their efforts to improve the lives of infants and toddlers – shows that, even before the COVID-19 pandemic, the youngest amongst us did not have the supports they needed to thrive. It also states, "racial and economic inequities start even before the child is born. Two in five infants and toddlers lived in families whose income was inadequate "to make the ends meet" right before the pandemic¹. Many of the children served in our program live in communities where access to fresh produce, transit and health care is limited, crime and violence is part of the neighborhood culture, and family support and services are fewer.

GOALS OF THE PROJECT

- Restore projected revenue loss levels for EPIC, given that billable productivity challenges its sustainability and future growth.
- Reduce staff turnover rate by 20%, meeting service needs for infants and toddlers in our community.
- Improve overall productivity levels by 5% compared to FY2021-22 to show growth in productivity and program's sustainability.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of families served	271

Output Measures	Total
Overall program utilization rates increase by %	+3.33%
Number of In-person and virtual service opportunities created	95% in person; 5% virtual
Percentage of monthly services extended from one to 1.5 billable hours	+2.81%
Percentage of staff turnover reduced on average per quarter	-.03%

Outcome Measures:

Since the beginning of the project, we have made great strides to make improvements despite significant challenges that are beyond our organization's or program's control: staffing shortages, longer than usual recruitment difficulties, disparities in pay (which impact recruitment and staffing). Key impact of our program is that we never stopped to serve. Since December of 2022, a total of 315 high risk, medically fragile infants and toddlers with disabilities have been served in EPIC who reside in vulnerable neighborhoods within the city of Fresno. We are committed to making every effort in achieve these goals and ensure vulnerable infants, toddlers and their families receive early intervention services when their needs are identified. This project has helped our program to work through its fiscal challenges and explore sustainable solutions that can help us recover and rebuild both for today and for tomorrow's service needs.

FRESNO AREA HISPANIC FOUNDATION

EVICTIION PROTECTION PROGRAM

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.29 – Loans or Grants to Mitigate Financial Hardship
Funding Amount:	\$500,000.00
Managing Department:	Finance
Purpose:	The grants will be up to \$7,000 which will be determined based on the amount due for eviction or past due rent, utilities, and/or any other expenses that may lead to eviction.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://www.fresnoahf.org/arpa-grants
Project Status:	In Progress

DESCRIPTION

The Fresno Area Hispanic Foundation will distribute grants to small businesses physically operating in the City of Fresno that are at risk of being evicted for failure to pay rent, utilities, and/or other expenses. The program will disburse grants of up to \$7,000 for the purpose of easing the stress of eviction and facilitating the continuation of their operations. The grants will be determined based on the amount due for eviction, rent, utilities, and other expenses that may lead to eviction, up to \$7,000. The business will have to provide proof for the amount requested such as the eviction letter with amount due or letters of amount due for rent, utilities, and/or other expenses.

PROMOTING EQUITABLE OUTCOMES

We will prioritize outreach and funding to minority small businesses operating in the City of Fresno. Businesses will be assisted with the application process, documentation collection and verification, as well as any other assistance needed.

GOALS OF THE PROJECT

The objective of this proposal is to combat one of the major risks that small businesses face as a result of the repercussions and hardships experienced since the pandemic.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many small businesses have been served?	66

Output Measures					Total
Number of applications received					66
Number of grants awarded					40
Total Amount of grants awarded					225,000.00
Number of one-on-one consultation hours provided					64
Total funds disbursed for eviction prevention					225,000.00
Number of businesses that received assistance with					n/a
Number of businesses that received assistance in Financial Management					n/a
Number of businesses that received assistance in Import/Export					n/a
Number of businesses that used funds for the creation/retention of employees					n/a
Total number of outreach methods (Start of grant to June 30, 2023)					
Constant Contact	Flyer Distributed	Media Posts	TV Commercials	Email Blasts	Other
1	100	7	1	1	2
Business Owner Race (Start of grant to June 30, 2023)					
Hispanic/Latino	African America	Asian/Pacific Islander	East Indian	Caucasian	Other/Decline to State
40	17	3	5	1	2

Business Owner Gender (Start of grant to June 30, 2023)		
Male	Female	Declined to State
27	40	1

Outcome Measures:

FAHF (the Fresno Area Hispanic Foundation) is thrilled to have the opportunity to administer the ARPA Eviction Grant Program in collaboration with the City of Fresno. We were selected as the grantee for this program and finalized the agreement on November 17, 2022. Since then, we have been diligently working on program materials, including the application, documentation requirements, program flyer design, landing pages, and more.

The application collection process for the eviction grant program commenced, and we began accepting applications on January 17, 2023. The application period remained open until funds were exhausted. So far, we have received a total of 65 applications and awarded eviction grants to 40 businesses. The grant amounts range from \$1,448.03 to \$7,000.00, resulting in a total disbursement of \$225,000.00 in grant funds.

To ensure widespread outreach and provide assistance with the application process, FAHF has established partnerships with several organizations, including the Fresno Metro Black Chamber of Commerce, California Hmong Chamber of Commerce, Hidden Wealth Foundation, and Southeast Fresno Community Economic Development Association, Inc. (SEFCEDA). These partnerships enable us to reach a broader audience and offer support to businesses seeking eviction grant assistance.

We are committed to ensuring a fair and efficient distribution of funds to help businesses overcome eviction challenges and navigate the economic impact of the pandemic. Together with our partner organizations, we strive to make a positive difference in the Fresno community.

FRESNO AREA HISPANIC FOUNDATION

FAÇADE IMPROVEMENTS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.31 – Rehabilitation of Commercial Properties or Other Improvements
Funding Amount:	\$1,500,000.00
Managing Department:	Finance
Purpose:	Provide façade grants to small businesses (25 or fewer employees) that have been disproportionately impacted by the COVID-19 Pandemic.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://www.fresnoahf.org/arpa-grants
Project Status:	In Progress

DESCRIPTION

Funding was granted to a Community Benefit Organization, Fresno Area Hispanic Foundation, to disperse the funding to small businesses in the City of Fresno. Small businesses (25 or fewer employees) located in the City of Fresno that are shown to be disproportionately impacted by the COVID-19 Pandemic are potentially eligible. Grant amounts will be up to \$25,000 for buildings with a single storefront and up to \$50,000 for buildings with multiple storefronts. Grants will be made on a reimbursement basis with up to \$12,500 being offered upfront at the discretion of the CBO. Timeline will be determined based on selection time period and agreement execution.

PROMOTING EQUITABLE OUTCOMES

This project will serve disproportionately impacted small businesses in the City of Fresno. Marketing materials and technical support will be provided in four languages (English, Spanish, Hmong, and Punjabi).

GOALS OF THE PROJECT

This project will provide façade improvement funding in an effort to beautify local businesses and promote further and ongoing investment and economic development in the City.

PERFORMANCE MEASURES

Key Performance Indicators		Total			
Number of small businesses served?		153			

Output Measures		Total			
Number of businesses that have submitted applications		153			
Number of businesses receiving façade improvement grants		14			
Number of one-on-one consultation hours provided		328			
Number of businesses that have received technical assistance		153			
Number of Outreach Methods (Start of grant to June 30, 2023)					
Constant Contact	Flyer Distributed	Media Posts	TV Commercials	Email Blasts	Other- voice broadcasting
2	100	10	1	2	2

Outcome Measures:

- Challenges encountered and how they were overcome
- Effectiveness of marketing and outreach

FAHF (the Fresno Area Hispanic Foundation) is delighted to have the opportunity to administer the ARPA Façade Grant Program in collaboration with the City of Fresno and our partner organizations. The ARPA Façade Grant Program aims to enhance the visual appeal and preserve the historical character of buildings in business districts. Funding for eligible façade improvement projects will be provided on a reimbursement basis, with specific design criteria to ensure the integrity of the projects.

Since the program's launch on March 1, 2023, FAHF has been actively promoting the program through various channels. We have developed a comprehensive application process and have disseminated information through email blasts, social media platforms, and our website. Additionally, we have formed collaborative partnerships with three community organizations to ensure the success and impact of the program.

1. Chinatown Foundation
2. Southeast Fresno Community Economic Development Association, Inc. SEFCEDA
3. Downtown Fresno Partnership

The ARPA Façade Grant Program has been a much-needed initiative for business owners in the city of Fresno, and its impact continues to grow as we award more grants for façade improvements. To date, we have granted a total of 14 façade grants, amounting to \$329,555.45 in allocated grant funding. Additionally, we have disbursed \$82,389.03 in advances to facilitate the commencement of beautification projects.

Throughout the vetting process, we encountered several challenges. Some businesses, unfortunately, did not meet the eligibility criteria due to their classification as small businesses or the nature of their industry. It was a delicate

task to convey this message to small business owners and ensure their understanding. We also meticulously reviewed all project plans, ensuring strict adherence to program regulations regarding the acceptable use of funds. Moreover, we conducted thorough checks to verify that each business and contractor involved in the projects were in good standing with the city before approving funding.

Overall, the program is successfully achieving its primary goal of disbursing funding to small businesses in the city of Fresno, bringing forth positive transformations and enhancing the visual appeal of local establishments.

FRESNO AREA HISPANIC FOUNDATION

MOBILE VENDOR

Recovery Plan Category:	1 – Public Health
Expenditure Category:	1.8 – COVID-19 Assistance to Small Business
Funding Amount:	\$500,000.00
Managing Department:	Finance
Purpose:	The City of Fresno has partnered with Fresno Area Hispanic Foundation (FAHF) as the fiscal agent and lead partner, and Cultiva La Salud as the support partner. Organizations will help build mobile food vendors' capacity to operate successful micro-food businesses with proper licenses and permits while strengthening security measures to decrease vulnerability and targeted assaults.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	In Progress

DESCRIPTION

The focus will be on developing a strategic business plan to help mobile food vendors better structure their business and obtain the training necessary to build capacity and competency. FAHF will provide a unique work plan to each vendor consisting of one-on-one technical assistance in areas such as licensing, city and county permits, bookkeeping, marketing, accounting, etc. Upon completion of their work plan, mobile food vendors will have the opportunity to obtain a \$1,000 grant to use towards the purchase of equipment for their business.

PROMOTING EQUITABLE OUTCOMES

To help assist the needs of minority Mobile Food Vendors who have been negatively impacted by the COVID-19 pandemic, the City of Fresno.

GOALS OF THE PROJECT

Program partners will identify 50 mobile food vendors in the city of Fresno. Everyone will gain access to the necessary financial and technical support to efficiently operate their microbusiness, while also receiving a security camera to help address urgent life-threatening concerns.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many small businesses have been served?	413

Output Measures				Total	
Number of small businesses/mobile food vendors reached				15,533	
Number of applications received				29	
Number of grants awarded				10	
Total amount of grants awarded				10,000	
Number of one-on-one consultation hours provided				1,193	
Number of mobile food vendors that received assistance with marketing				140	
Number of mobile food vendors that received assistance with booking				142	
Number of mobile food vendors that received assistance with business plan development				148	
Number of mobile food vendors that received assistance with licensing, permits, entity formation				207	
Number of mobile food vendors that received TA in other topics, and topics discussed				106	
Number of mobile food vendors that received assistance with completing the application				29	
Number of mobile food vendors that received assistance identifying the appropriate allocation for the use of funds				29	
Number of mobile food vendors that received security cameras and a 4-year paid plan				24	
Intake of pre- and post-assessment of safety camera program				24	
Number of Outreach Methods (Start of grant to June 30, 2023)					
Constant Contact	Flyer Distributed	Media Posts	TV Commercials	Email Blasts	Other-Podcast
3	100	18	1	3	3
Business Owner Race (Start of grant to June 30, 2023)					
Hispanic/Latino	African America	Asian/Pacific Islander	East Indian	Caucasian	Other/Decline to State
413	0	0	0	0	0

Outcome Measures:

In collaboration with Cultiva la Salud, the Fresno Area Hispanic Foundation (FAHF) initiated the Mobile Food Vendors workshop series in March 2023. FAHF has provided consultation and training to 413 mobile food vendors.

Cultiva la Salud has been actively involved in installing security cameras for 24 mobile vendors, providing training on operating the cameras, and conducting follow-up visits to ensure system updates, improved service, camera maintenance, system resets, and sharing new tips and tricks for optimal device usage. These vendors are also participating in the safety camera assessment program. FAHF and Cultiva la Salud will collaborate to identify mobile vendors who are compliant and ready to commence the ARPA program process.

Moreover, FAHF's outreach efforts have encompassed community events, workshops, communication through mobile app groups, and social media posts. Combined, FAHF and Cultiva la Salud have dedicated over 800 hours of technical assistance to support mobile food vendors. FAHF has organized four meetings, well-attended by 140 participants, providing valuable information on permits and licensing, financial education including bookkeeping, cart options, marketing strategies, business planning, and grant opportunities.

During this period, FAHF received 29 grant applications and awarded 10 grants, with four of them currently in the final stages of securing a business loan to acquire newly developed food carts. Additionally, more than 40 mobile vendors have received education on various aspects, such as vendor requirements, obtaining licenses, and pre-inspection procedures for county permits. Individual consultations were scheduled to prepare the mobile vendors for successful county inspections. As a result, at least 50% of the mobile vendors have obtained permits from the Environmental Health Department, indicating their preparedness and compliance with the necessary regulations.

FRESNO AREA HISPANIC FOUNDATION

SMALL BUSINESS ASSISTANCE

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.29 – Loans or Grants to Mitigate Financial Hardship
Funding Amount:	\$1,000,000.00
Managing Department:	Finance
Purpose:	Grants will be awarded in the amounts of \$5,000 and \$10,000 to eligible businesses that are physically located and operating in the City of Fresno and that are in good standing.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Website:	https://www.fresnoahf.org/arpa-grants
Project Status:	In Progress

DESCRIPTION

The Fresno Area Hispanic Foundation will provide financial assistance to under-served, minority small businesses impacted by COVID to use for the retention or creation of jobs, marketing, financial management, or import/export of their product(s). Grants will be awarded in the amounts of \$2,500 and \$5,000 to eligible businesses that are physically located and operating in the City of Fresno and that are in good standing.

PROMOTING EQUITABLE OUTCOMES

With this program, we plan to prioritize outreach and funding to small minority-owned businesses operating in the City of Fresno. One-on-one consultations will also be provided to each business, based on the use of funds, with the purpose of increasing their exposure, building capacity, and increasing their sales. This proposal targets the primary challenges small businesses face, financial management, access to capital, marketing, and opportunities to scalability.

USE OF EVIDENCE

Tier – Preliminary Evidence

Research confirmed that “Fresno County and the Central Valley suffer from high social and economic inequalities. Central Valley households headed into the COVID-19 pandemic with the state’s greatest combination of below subsistence income, jobs at substantial risk of COVID-19 exposure, low rates of immigrant naturalization, and lack of access to the safety net. Fresno County households closely mirrored these inequalities, resulting in a disproportionate impact of the COVID-19 crisis on Fresno residents’ health and economic well-being.” (UC Merced, 2021).

This organization has partnered with different organizations and entities to fund small businesses. It is proved that to implement these types of programs successfully, community trust is vital. For over 10 years, the FAHF has administered federally funded programs. In 2020, FAHF was subcontracted by the City of Fresno to administer \$2 million in grants for the “Save Our Small Business” grant program. FAHF conducted the outreach and marketing for the program by developing a strategic marketing campaign to reach the underserved small businesses that are traditionally hard to reach and face language and technology barriers, among others. FAHF successfully processed and verified over 600 grant applications and directly disbursed \$1.9 million in relief grants. During the same performance period, FAHF administered a small business relief grant with the County of Fresno and shortly after with the rural communities of Mendota, Firebaugh, and San Joaquin. Overall, FAHF assisted in directly disbursing over \$2.6 million in grant funds.

GOALS OF THE PROJECT

We expect to award 150 small businesses with grants for a total of \$500,000.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of small businesses served?	359

Output Measures				Total	
Number of small businesses/mobile food vendors reached				1406	
Number of applications received				357	
Number of grants awarded				65	
Total Amount of grants awarded				255,000	
Number of one-on-one consultation hours provided				150	
Number of businesses/mobile food vendors that received assistance with Marketing				28	
Number of businesses that received assistance in Financial Management				22	
Number of businesses that received assistance in Import/Export				6	
Number of businesses that used funds for creation/retention of employees				27	
Number of Outreach Methods (Start of grant to June 30, 2023)					
Constant Contact	Flyer Distributed	Media Posts	TV Commercials	Email Blasts	Other

1	100	9	2	1	2
Business Owner Race (Start of grant to June 30, 2023)					
Hispanic/Latino	African America	Asian/Pacific Islander	East Indian	Caucasian	Other/Decline to State
203	57	60	10	23	4
Business Owner Gender (Start of grant to June 30, 2023)					
Male		Female		Declined to State	
153		204		1	

Outcome Measures:

FAHF (the Fresno Area Hispanic Foundation) is thrilled to have been selected as the grantee for the ARPA grant program in collaboration with the City of Fresno. We finalized the agreement on November 17, 2022, and since then, we have been working diligently on program materials, including the application process, necessary documentation, program flyer design, landing pages, and more.

The application collection process for the small business grant program began on January 17, 2023, and concluded on February 20, 2023. We received a total of 357 applications and awarded grants to 65 businesses, with grant amounts ranging from \$2,500 to \$5,000.00. FAHF deployed \$255,000.00 in grant funds for this round, fully utilizing the available funds.

To ensure broad outreach and provide assistance with the application process, FAHF established partnerships with several organizations, including the Fresno Metro Black Chamber of Commerce, California Hmong Chamber of Commerce, Hidden Wealth Foundation, and Southeast Fresno Community Economic Development Association, Inc. (SEFCEDA). These partnerships have enabled us to reach a wider audience and offer support to businesses seeking grant assistance.

Additionally, we began the audit process to ensure transparency and accountability in our operations. We expanded our efforts in vetting applications and initiated the selection process, utilizing the e-wheel system to determine the recipients of the upcoming funding opportunity.

In terms of business industries, we considered a diverse range, including Beauty/Barber Shops, Retail Shops, Restaurants, Independent Contractors, Mobile Vendors, E-commerce, and Landscaping services. By broadening our scope, we aimed to support a variety of sectors and empower businesses across different fields.

We are honored to have the opportunity to support small businesses in Fresno, and we remain committed to fostering economic growth and resilience within our community.

FRESNO METRO BLACK CHAMBER OF COMMERCE

SMALL BUSINESS SUPPORT

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.32 – Business Incubators and Start-Up or Expansion Assistance
Funding Amount:	\$715,000.00
Managing Department:	Finance

Purpose:	To recruit at least 200 BIPOC and Women to complete the Betting Big Accelerator and provide access to capital that will assist their businesses with starting, sustaining or growing.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Website:	https://fmbcc.com/get-educated/betting-big/
Project Status:	In Progress

DESCRIPTION

FMBCF will recruit at least 200 BIPOC and Women to complete the Betting Big Accelerator and provide access to capital that will assist their businesses with starting, sustaining or growing. BIPOC and Women Entrepreneurs and Small Businesses have traditionally lacked support to maintain and grow their businesses. Our Betting Big Accelerator is to meet the social, emotional, and economic needs of our community.

PROMOTING EQUITABLE OUTCOMES

This program will provide services to BIPOC and Women Small Businesses and Entrepreneurs in Fresno who are people of color and have Low to Moderate Income (LMI). Nationally BIPOC and Women businesses have operated behind the national average due to many factors that are related to structural oppression race equity. FMBCF is fully committed to addressing those barriers and providing our participants with the capacity to thrive despite the setbacks.

USE OF EVIDENCE

Tier – Preliminary Evidence

There is some foundational research that has been done to test the impact of accelerators and incubators on the sustainability of startup and existing businesses.

https://www.researchgate.net/publication/347792761_How_business_accelerators_impact_startup%27s_performance_Empirical_insights_from_the_dynamic_capabilities_approach/fulltext/5fee1cd1a6fdccdb81e8d37/How-business-accelerators-impact-startups-performance-Empirical-insights-from-the-dynamic-capabilities-approach.pdf?origin=publication_detail

FMBCF currently have a very extensive research result framework we are working on to measure the impact of our two accelerators. We are in the beginning stages of gathering the data from the cohort participants, and business resource partners, which includes surveys as well as focus groups.

<https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:4084cc38-9066-3333-85e4-3a4957e4a4a3>

GOALS OF THE PROJECT

This project will provide high level, trauma informed and culturally competent technical assistance services to the participants. We understand that our Businesses need the financial support, our goal is to also increase their social equity by partnering with our contracted Business Resource Partners, who are industry experts. Once they have completed the 90-day accelerator, they will be eligible to apply for ARPA grant fund up to \$25,000. The Accelerator will include the following topics: Entrepreneur Mindset, Business Planning, marketing your business, licensing, and

permitting, Marketing analysis, Financials and projections, Bank relationships and access to capital, financial management; QuickBooks, E-commerce.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many small businesses have been served?	60

Output Measures	Total
Percentage of participants with completed business plans	200
Percentage of participants with completed financial budget	200
Number of participants participating in technical assistance services	31
Number of outreach events	4
Number of workshops and business education training	6

Outcome Measures:

- 100% of ARPA recipients will complete the Accelerator.

The FMBCC (Fresno Metro Black Chamber of Commerce) 90-day accelerator program has had a significant impact on BIPOC (Black, Indigenous, and People of Color) and women-owned small businesses. By providing tailored support and resources, the program aims to address the unique challenges faced by these underrepresented entrepreneurs.

First, the accelerator program offers targeted mentorship and guidance to BIPOC and women business owners, empowering them with knowledge and skills necessary for success. This mentorship aspect plays a crucial role in fostering their professional growth and boosting their confidence as they navigate the business landscape.

Secondly, the program provides access to a network of industry professionals, investors, and potential partners. This networking opportunity opens doors for collaborations, strategic partnerships, and access to capital, which can be particularly beneficial for marginalized entrepreneurs who often face greater barriers in these areas.

Additionally, the FMBCC accelerator program helps bridge the knowledge gap by offering educational workshops and training sessions on various topics, such as financial management, marketing strategies, and business planning. This equips BIPOC and women small business owners with the tools and knowledge needed to thrive in a competitive market.

By supporting and empowering these entrepreneurs, the FMBCC accelerator program contributes to economic growth and diversity within the business community. It helps level the playing field by reducing systemic barriers and creating more opportunities for BIPOC and women-owned businesses to flourish.

Overall, the FMBCC 90-day accelerator program has a positive impact on BIPOC and women small businesses by providing mentorship, networking opportunities, and educational resources, ultimately fostering their growth and success in the business world.

FRESNO METRO MINISTRY

HEALTHY FOOD AND COMMUNITY HUB

Recovery Plan Category:

2 – Negative Economic Impacts

Expenditure Category:	2.34 Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)
Funding Amount:	\$429,420.00
Managing Department:	Finance
Purpose:	Leverage Fresno Metro Ministry's Citywide Food to Share Program and the St Rest Church Food Ministry in partnership to address extreme food hardship in Southwest Fresno which has created extreme negative economic and health consequences.
Qualified Census Tracts:	2, 3, 7, 8, 9.01, 9.02, 10, 11
Use of Evidence:	N/A
Website:	https://www.fresnometmin.org/
Project Status:	In Progress

DESCRIPTION

The St. Rest + Food to Share Hub is a partnership project of the Saint Rest Baptist Church and Fresno Metro Ministry. Our work together with the City of Fresno and many other partners has renovated a 5,852 sq. ft. 80-year-old warehouse on the St. Rest Campus as a modern food logistics platform for Metro's Food to Share healthy food recovery and distribution program and St. Rest's Food Ministry. Using ARPA funds, we will also build a new 4,000 sq. ft. two-story building on site with a certified commercial kitchen, training area, classroom, and offices to serve the community and local food enterprises directly from Elm Avenue. The St. Rest + Food to Share Hub is located in Southwest Fresno at the center of a cluster of eight census tracts that represent some of the highest poverty and pollution exposure, lowest educational attainment and food access and highest disease prevalence in California, if not the U.S. Producing significant healthy food access, cooking skills and nutrition education classes, food entrepreneur support, and a health and community services center at this location, will make a major positive lasting contribution to this community of need and opportunity.

PROMOTING EQUITABLE OUTCOMES

Demographic data characterizing the target community are presented below, together with comparative data for the City of Fresno, State of California, and the U.S. As summarized in the table, we are engaging and serving highly sensitive residents representing significant proportions of people of color in the food desert focus area that suffer from some of the highest rates of poverty and lowest levels education in the country, and these issues have been exacerbated by impacts related to the COVID-19 pandemic.

GOALS OF THE PROJECT

- Once the St. Rest + Food to Share Hub Warehouse Renovation is complete and operational (anticipated by July-August 2023) - we estimate we will increase food distribution to Southwest Fresno and other underserved communities in Fresno by an average of more than 1,000,000 pounds annually, serving 21,600 residents for each additional 1,000,000 pounds – ramped up by each succeeding year as follows: 1st Year Full Operations: Recover and distribute 300 net tons (600,000 pounds) of healthy food; 2nd Year Full Operations: Recover and distribute 425 net tons (850,000 pounds) of healthy food; 3rd Year Full Operations: Recover and distribute 775 net tons (1,550,000 pounds) of healthy food; for a cumulative total of 3 million additional pounds of healthy food distributed in the first 3 years of St. Rest + Food to Share Hub operations. Healthy food will be distributed at this St. Rest site, and across the community and the Fresno Urban Area

through the Food to Share Program’s expanding fleet of cargo vans (now 5) and its network of 49 churches, CBOs, senior centers, youth centers and other food distribution points receiving food.

- Once the commercial kitchen and training area in the New 2 -Story Building are complete (anticipate by February 2024), Food to Share will enhance St. Rest + Food to Share Hub capacities through its six-week long Cooking Matters cooking skills and nutrition education classes with the goal of 150 annual Cooking Matters class participants annually (10 six-week cohorts of 15 students/participants) increasing their consumption of fruits and vegetables and feeling more confident in food budget planning and cooking meals at home.
- The community commercial kitchen is designed to also support Southwest Fresno community food entrepreneurs: food trucks, caterers, mobile vendors, and cottage food producers, who need a certified commercial kitchen anchor at various times for certain business purposes and special events, when the kitchen can be scheduled for such supportive activities. We are also partners in the formation of a Fresno Food Academy and related training curriculums as part of the F3 Ag Tech and Innovation EDA grant secured by the Central Valley Community Foundation.

PERFORMANCE MEASURES

Output Measures	Total
Number of people visiting and using the facility	2,915
Number of community meetings and programs taking place at the facility	20
Increased marketing and outreach efforts (social media, surveys, and questionnaires). How many marketing materials were created/sent?	3,118
Collection of impact testimonials from facility visitors. How many testimonials were collected?	7

Outcome Measures:

- So far, we’ve seen a 42% decrease in visitors compared to last year. This is likely due to the fact that last year’s exhibition opened at the beginning of March and this year’s exhibition did not open until mid-May.
- 20 community meetings/programs have taken place since the program start date.
- Social media tracking in Q2 increased by 63.5% and website visits have increased by 87.7% since the program start date.

HELPING OTHERS PURSUE EXCELLENCE

SMALL BUSINESS ASSISTANCE

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.30 – Technical Assistance, Counseling, or Business Planning
Funding Amount:	\$500,000.00
Managing Department:	Finance
Purpose:	Provide back-office support services for non-profit and low-income businesses and to retrofit our building to incubate displaced food entrepreneurs.
Qualified Census Tracts:	2.0, 3.0, 4.0, 6.0, 7.0, 8.0, 9.0, 9.0 10.0, 13.01, 14.07, 27.01, 28, 29.03 29.05, 30.03
Use of Evidence:	Yes
Website:	https://www.visionviewca.com/
Project Status:	In Progress

DESCRIPTION

Through this milestone grant, we will increase the organizational capacity for 34 CBOs and 75 micro businesses by providing free workshops, micro program funding for permits, equipment and technology, tracking/measurement tools, curriculum/business plan writing, back-office staff resources, legal paperwork support, facilities, transportation, grant writer, insurance, and marketing services.

The services offered above will be coordinated in partnership with Legacy Financial Services and industry professionals. Partners will promote and coordinate monthly workshops. At each workshop we will collect demographic and pre/post survey data. Following the workshops, we will coordinate one-on-one meetings with each attendee to discover their business and operational needs. The workshops are planned monthly through December 2023. One-on-one assessments will be scheduled weekly.

PROMOTING EQUITABLE OUTCOMES

This project will address the economic gaps and disparities of the 34 minority and 75 low-income businesses within the network. Race and equity are aligned with our mission. The programs we offer reflect the participants we serve and are carried out through the lens of inclusion.

USE OF EVIDENCE

Tier – Strong Evidence

The U.S. Kitchen Incubators an Industry Update January 2020 reports on evidence that kitchen incubators are a viable solution for small businesses to scale in a supportive business ecosystem.

Funding provided for this project aims to strengthen Vision View, a strategic action network of innovative minority businesses to stimulate business growth. This network will use ARPA American Rescue Plan Act funding as leverage to build an International Food Court. We have assembled 30 food entrepreneurs who have been historically excluded from past economic investments to leverage the kitchen incubator facility. This shared kitchen model will enable efficiency and expands an ecosystem of small business support.

GOALS OF THE PROJECT

The goal of this project is to assist minority businesses struggling to rebound post-Covid 19 with business recovery services. The services we provide have a centralized focus on: (1) organizational capacity, (2) sustained programming, and (3) facilities infrastructure. Our work will strengthen 34 CBO's operational capacity to sustain their programs. We will provide strategic action plans and financial tools for 75 minority owners to scale their businesses. We will also carry out the construction to retrofit our existing building to become a food hub.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many Community Based Organizations have been served?	46
How many minority entrepreneurs have been served?	314

Output Measures	Total
Number of technical assistance workshops held	27
Number of one-on-one assessments for non-profits	25
Number of non-profit compliance training conferences	3
Number of minority owners provided with one-on-one business action plans and assessments	25
Number of workshops and business education training	10
Number of minority owners provided with financial projection tools and templates	146
Number of businesses served	360
% of uniform measurement and data collection tool repository for business and non-profits complete	90%
% of retrofitting building infrastructure complete	75%

Outcome Measures:

- 60% of the financial and compliance burdens preventing minority CBO program growth have been removed.
- 45% of 45 grassroots leaders have increased their knowledge with tools necessary to manage their own operations from a lens of compliance
- 43% of the business that completed training and action plan recommendations have preserved or expanded between pre/post revenue growth by 50%.
- 35% of participants to date have improved their processes to collect and streamline data.

MARJAREE MASON CENTER

CRITICAL EMERGENCY DOMESTIC VIOLENCE SERVICES

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)

Funding Amount:	\$1,067,297.00
Managing Department:	Finance
Purpose:	To support the increased need for critical programs that provide uninterrupted access to safe shelter and compressive support services for victims of domestic violence.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://mmcenter.org/
Project Status:	In Progress

DESCRIPTION

Marjaree Mason Center is requesting funding from the City of Fresno to support the increased need for critical programs that provide uninterrupted access to safe shelter and compressive support services for victims of domestic violence. Since the onset of the global pandemic in March 2020, incidents of domestic violence have risen, and law enforcement and victim advocates alike have reported significant increases in the number of calls reporting domestic violence as well as an escalation in the severity of physical violence present in victims. In fact, in 2021, seven mothers and one male were murdered in Fresno as a direct result of domestic violence. Due to escalating acts of violence, Marjaree Mason Center saw a significant rise in the number of individuals and families seeking support and provided with emergency shelter last year.

PROMOTING EQUITABLE OUTCOMES

Services provided by the Marjaree Mason Center are available to anyone in need to include both vulnerable men and women and their families. Comprehensive domestic violence resources are targeted at all vulnerable populations with access in various languages used and culturally specific standards.

GOALS OF THE PROJECT

- Ensure individuals affected by domestic violence continue to have uninterrupted access to critical support services.
- Increase community awareness of domestic violence and available services by engaging in a multi-lingual (Spanish, Hmong, Punjabi) media campaign.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many individuals have been served?	3,986

Output Measures	Total
How many individuals have been provided with shelter?	381
How many risk assessments have been conducted?	492
How many intake assessments have been facilitated?	2,379
How many meals have been provided?	11,878
How many safety plans have been developed?	826

How many clients have received case management sessions?	265
How many total sessions of case management have been provided?	1,006
How many clients have received transportation?	23
How many clients have received legal advocacy?	422
How many therapeutic group sessions have occurred?	881

Outcome Measures:

Ensure individuals affected by domestic violence continue to have uninterrupted access to critical support services. Please describe the impact this program has had in a few sentences.

Marjaree Mason Center has been able to use ARPA funds to ensure uninterrupted access to safe shelter and wrap-around support services for survivors of domestic violence and their families. The need for safe shelter continues to increase in Fresno and funding has helped us increase our capacity by enabling us to provide safe shelter in local motels when our Emergency Safe House is full (which is nearly always). During this report period we were able to provide shelter to 381 individuals and services to 3,986 individuals.

NEIGHBORHOOD INDUSTRIES

WORKFORCE TRAINING

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.10 – Assistance to Unemployed or underemployed Workers
Funding Amount:	\$1,000,000.00
Managing Department:	Finance
Purpose:	To remove peoples' barriers to employment through workforce development training and wrap around services, so they can obtain employment.
Qualified Census Tracts:	20, 24
Use of Evidence:	Yes
Website:	https://neighborhoodindustries.org/
Project Status:	In Progress

DESCRIPTION

Neighborhood Industries' (NI) ARPA program is designed to provide essential workforce development services to LMI populations whose employment has been affected by the COVID-19 Pandemic. Utilizing its social enterprise businesses as the "classrooms" for paid on-the-job training and workforce development, the program aims to prepare individuals for employment in 4 distinct industries: retail, logistics, sanitation, and food service.

PROMOTING EQUITABLE OUTCOMES

The project aims to serve people living in neighborhoods of concentrated poverty who are facing barriers to employment, this diverse group of men and women come from various ethnic backgrounds. Neighborhood

Industries does not discriminate in its intake process and ensures that it will not do so in the ARPA project. Currently Neighborhood Industries demographics of population served are: 49% Hispanic, 17% white, 14% African American, 11% Asian, 6% Multiracial, and 3% Native American. Neighborhood Industries Executive leadership team and Board reflect the rich diversity of the Organizations population served.

USE OF EVIDENCE

Tier – Strong Evidence

In addition to paid on-the-job training and workforce development services, program participants are given wrap-around services to address their individual needs. The end goal is for participants to overcome their barriers, and transition from the program to stable employment either within Neighborhood Industries or a Neighborhood Industries Employment Partner.

<https://catalog.results4america.org/strategies/job-placement>
<https://link.springer.com/article/10.1007/s10926-021-09960-z>

GOALS OF THE PROJECT

In the broad scope, Neighborhood Industries' goal is to grow its Workforce Development Services while addressing greater needs of the community, including food insecurity, housing instability, economic disparity, sanitation, and recycling. Treating the ARPA funding as a launching pad, Neighborhood Industries will analyze collected data, and evaluate and leverage its partnerships to work towards solutions to the negative economic impact that the COVID-19 pandemic has left on Fresno, for the years following the funding period.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of individuals provided with workforce development services	40

Output Measures	Total
Number of individuals utilizing workforce development services at NI's social enterprise businesses	40
Number of individuals transitioned to gainful employment	16
Number of grocery kits provided to partner organizations	1882
Amount re-invested into the local economy through Fresno based businesses	\$87,408.43
Amount in paychecks distributed	\$258,703.39
Number of individuals completing the program	16
Number of meals distributed	22,584
Amount of waste collected	16,045

Outcome Measures:

- The program outcomes are measured in the number of clients who receive and complete on the job training at Neighborhood Industries, this work takes place at our social enterprise sites.

- As Neighborhood administers training and provides wraparound services to address participants barriers to employment- clients are entering the workforce ready for employment.
- The public at large also experiences positive outcomes of program services, as clients working and training in the program are also distributing food to those in need, and cleaning litter from public sidewalks.

SAN JOAQUIN VALLEY MANUFACTURING ALLIANCE

WORKFORCE TRAINING

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.10 – Assistance to Unemployed or underemployed Workers
Funding Amount:	\$578,040.00
Managing Department:	Finance
Purpose:	Build upon San Joaquin Valley Manufacturing Alliance (SJVMA's) <i>Manufacturing Growth Plan</i> to develop resources to grow manufacturing companies and better prepare residents of our region for quality jobs that provide upward mobility.
Qualified Census Tracts:	1.00, 2.00, 3.00, 4.00, 5.01, 5.02, 6.00, 7.00, 8.00, 9.01, 9.02, 10.00, 11.00, 13.01, 13.03, 13.04, 14.07, 20.00, 23.00, 24.00, 25.01, 25.01, 26.01, 27.01, 27.02, 28.00, 29.03, 29.05, 30.03, 34.00, 47.04, 48.02, 52.02, 54.03, 54.08, 62.01, 65.01, 78.02, 83.01, 83.02, 85.01
Use of Evidence:	Yes
Website:	https://sjvma.org/
Project Status:	In Progress

DESCRIPTION

This one-year project to create an R&D center for manufacturing, open extensive internship and externships for students and faculty, and create more firsthand experiences between businesses and education will build upon San Joaquin Valley Manufacturing Alliance (SJVMA's) *Manufacturing Growth Plan* to develop resources to grow manufacturing companies and better prepare residents of our region for quality jobs that provide upward mobility. The primary focus and all services that are detailed within this proposal is economic recovery from the COVID-19 Pandemic and strengthening the advanced manufacturing sector in the greater Fresno area now and for the future.

PROMOTING EQUITABLE OUTCOMES

The manufacturing and growth plan includes collaboration with industry, educators, nonprofits, and students to provide entry-level paid internships for BIPOC, and other residents with one or more obstacles to training and employment. This project facilitates a range of paid work-based learning opportunities, including internships and externships, with a focus on the Advanced Manufacturing sector. The collaboration incorporates learning for the career-seeker on critical employability skills (i.e., soft skills) along with a connection to employers who offer a career path with upward mobility. Another critical element is preparing employers for interns with complicated lives who

are eager to learn but may be unfamiliar with the workplace culture. Partners and young adults will also learn about commitment to equity, lifelong learning, strategic oversight, regional capacity building, civic stewardship, and policy advocacy.

USE OF EVIDENCE

Tier – Strong Evidence

This project will provide internships which will offer structured learning experiences, supervision and mentoring, integration of theory and practice, duration and intensity, evaluation and feedback, employer engagement, and career development support. Our program will also provide externships which will offer improved teacher knowledge and skills, enhanced curriculum relevance, increased student engagement and motivation, stronger industry-education partnerships, and improved career guidance.

These research articles and reports provide evidence for the benefits and best practices associated with internships, work-based learning programs and externships. By incorporating the key aspects identified in these studies, educational institutions and employers can design effective programs that enhance students' skills, knowledge, and employability. Several studies and reports support these benefits:

- 2011 study by the National Association of State Directors of Career Technical Education Consortium found that teacher externships led to increased industry knowledge and enhanced curricula, as well as increased student engagement.
- A 2018 report by the U.S. Chamber of Commerce Foundation highlighted the benefits of teacher externships in improving the relevance of career and technical education (CTE) programs, fostering industry-education partnerships, and better preparing students for the workforce.

GOALS OF THE PROJECT

This project will help attract companies and jobs by providing advanced research and development opportunities at costs businesses can afford; building workforce skills and placing students with businesses; and attention to innovation for sustainability. Success will take the efforts of many, extensive community engagement with students, educators, and businesses. With the support of this grant, we will achieve our objectives by growing manufacturing through several key activities such as development of an R&D program for manufacturing companies, work-based learning placements through internships and externships, execution of a Manufacturing Summit for cross-sector collaboration, and more. This project does not contain a program evaluation; therefore, successes will be measured by our key performance indicators.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many students and faculty have been served?	163

Output Measures	Total
Number of industry partnerships secured	136
Number of interns placed	66
Number of faculty members placed	0

Outcome Measures:

- To date we have increased the number of BIPOC and/or individuals with one or more barriers to complete the Career Nexus work-based learning soft skills certificate by 10%.
- To date we have increased the number of BIPOC and/or individuals with one or more barriers to access work-based learning opportunities with advanced manufacturing companies by 230%.

SJVMA has been working with the appointed faculty member that is leading the charge of developing the Center for Engineering Innovation and Design (CENID). So far, a listing of potential advisory board members has been comprised from SJVMA members and those involved with the F3: Fresno. Farm. Food Build Back Better EDA grant. Some of the members have first initial contact around the work of CENID. Much leverage is happening amongst all the collaborative partners in order to create a successful advanced manufacturing ecosystem.

CONTINUITY OF CITY SERVICES

EMPLOYEE RETENTION/ESSENTIAL WORKER PAY

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1-Provision of Government Services
Funding Amount:	\$3,467,200.00
Managing Department:	Citywide
Purpose:	To support general governmental services.
Project Status:	Complete

DESCRIPTION

Funding was utilized for employee labor contract increases citywide in order to retain employees and comply with negotiated contracts as well as to support essential workers and the hazards of working through the COVID-19 pandemic. Employees that received increases are active across all departments within the City of Fresno and took on an essential roll to mitigate the spread of COVID-19 while providing vital city services.

ADMINISTRATIVE FUNDING

CITY OF FRESNO COSTS TO ADMINISTER THE ARPA GRANT

Recovery Plan Category:	7 – Administrative Expenses
Expenditure Category:	7.1- Administrative Expenses
Funding Amount:	\$4,239,433.81
Managing Department:	Citywide
Purpose:	To support the administration of ARPA funding citywide
Project Status:	In progress

DESCRIPTION

Funding will support the administration of the American Rescue Plan Act funding insuring that all expenses are appropriate for the program and within the guidelines set forth by US Treasury and the Code of Federal Regulations. This includes data collection, audit support and reporting requirements.

COVID-19 MITIGATION AND PREVENTION

CITY OF FRESNO EMPLOYEE TESTING

COVID-19 TESTING

Recovery Plan Category:	1 – Public Health
Expenditure Category:	1.2-COVID-19 Testing
Funding Amount:	\$720,057.83
Managing Department:	Finance
Purpose:	To track the spread of COVID-19 within City of Fresno staff, in order to be able to respond quickly to a surge, in order to make sure service levels can be met.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

Under this project, the City will contract with The Regents of the University of California, San Francisco (UCSF) on behalf of its campus in Fresno to facilitate access to COVID-19 testing services within the City of Fresno. This project will provide compensation and staffing of qualified medical personnel to ensure that City employees are available to perform essential work within Fresno to protect the health and well-being of the community.

PROMOTING EQUITABLE OUTCOMES

While this project will be focused on City of Fresno staff, quickly mitigating COVID outbreaks among City staff ties directly to the quality of City service. Having City staff available to provide the services in a timely, efficient, and equitable manner has implications on improving equity and inclusion.

GOALS OF THE PROJECT

Under this project the City of Fresno's goal is to reduce morbidity and mortality through linkage to prompt care and treatment, reduce onward transmission and track the evolution of the epidemic and virus itself.

PERFORMANCE MEASURES

Output Measures	Total
Number of tests collected	59,319
Number of tests resulted	58,993

HOUSING AND HOMELESS SUPPORT

INTERIM HOUSING

CONVERSION OF CLARION MOTEL

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.18 – Housing Support: Other Housing Assistance
Funding Amount:	\$11,900,000.00
Managing Department:	Planning and Development
Purpose:	Securing a suitable location to facilitate the development of an interim homeless shelter which will provide supportive services to connect residents with permanent housing.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

As part of the implementation of Phase 2 of Mayor Dyer’s Project Off-Ramp, an effort to end chronic street homelessness, ARPA funds have been used to purchase the Clarion Pointe Motel for use as a homeless shelter and bridge housing site. This motel has been recently renovated and did not require any rehabilitation prior to operation. As the community’s shelter bed capacity continues to be fully utilized, and with an estimated 1,700 people still unsheltered, the need to expand shelter offerings is clear. Further, plans are currently being developed to redevelop areas where City-owned shelters are located which has the potential to reduce the community’s shelter bed capacity, making it more urgent for the City to act now to have replacement shelter beds in place, and to provide these beds in locations distributed throughout the city to best serve the community’s unsheltered residents. The Poverello House, a local non-profit organization, will serve as the operator for this site to provide Triage Center emergency shelter and bridge housing services.

PROMOTING EQUITABLE OUTCOMES

This project will provide a location for services to homeless individuals who, according to local Point in Time (PIT) surveys, as well as national statistics, are disproportionately people of color. The local homeless community is disproportionately represented by Native American, African American and Latino/a populations. By providing services to those experiencing homelessness in our community, Fresno is working to address these racial inequities through housing services.

USE OF EVIDENCE

Tier – Strong

There is strong evidence that providing emergency shelter will assist with reducing homelessness, increase stability and improve the well-being of unhoused individuals.

<https://fresnomaderahomeless.org/ces>

<https://static1.squarespace.com/static/5cc7bc02e8ba44aa938ccd4f/t/62d78e818b2769187698c774/1658293890315/July+2022+FMCoC+Community+HIC-PIT+Report.pdf>

GOALS OF THE PROJECT

This project will provide a location for interim shelter and other supportive services to individuals and families that are experiencing homelessness. This program will be using evidence-based practices to ensure these interventions are successfully connecting the most vulnerable to housing and helping to ensure housing stability for those housed. Services provided through the interim housing program planned for this location include development of a housing plan, housing search and placement, housing stability case management. This project does not contain a program evaluation; therefore, successes will be measured by our key performance indicators.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of affordable housing units preserved or developed	115

Output Measures	Total
Number of units acquired/converted	115
Number of individuals/families experiencing homelessness identified	122
Number of homeless individuals assisted with permanent housing	0

Outcome Measures:

- 122 individuals experiencing homelessness have been provided with short-term shelter
- 59 most vulnerable and chronically homeless individuals now receiving stable accommodations
- 122 individuals now receiving supportive services

EVICITION PROTECTION PROGRAM

LEGAL SERVICES FOR TENANTS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.18 – Housing Support: Other Housing Assistance
Funding Amount:	\$1,000,000.00
Managing Department:	City Attorney
Purpose:	Provide eviction protection services to residents
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

Experienced legal service organizations providing legal assistance at no cost to low-income tenants at risk of, or subject to, eviction.

PROMOTING EQUITABLE OUTCOMES

Low or moderate households affected by the pandemic and experienced unemployment.

USE OF EVIDENCE

Tier – Strong

We have two law firms providing eviction protection services to residents. Our department provides intake services. Over half of the residents who called for services, received referrals to outside counsel. Also, we have paid for translators for those when necessary to maintain fair and equitable representation.

<https://catalog.results4america.org/programs/legal-support-for-tenants-facing-eviction>

GOALS OF THE PROJECT

To stop unlawful evictions and allow a household to maintain their housing during a difficult period.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of households receiving eviction prevention services	679

Output Measures	Total
Number of initial intakes	1,027
Number of cases referred to outside counsel	679

COMMUNITY LAND TRUST

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.18 – Housing Support: Other Housing Assistance
Funding Amount:	\$222,500.00
Managing Department:	Planning and Development
Purpose:	To develop and implement a business plan to create permanently affordable, community-controlled housing across Fresno.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

This project involves an SLFRF grant agreement between the City of Fresno and the Central Fresno Neighborhood Trust (CFNT) to advance the supply of affordable rental housing in our city. The grant will allow CFNT to acquire and rehabilitate SLFRF-assisted rental units in their capacity as a community land trust, as needed for families of low-income and moderate-income.

PROMOTING EQUITABLE OUTCOMES

This project intends to create a long-term, quality affordable rental housing, with the goals to give the community more control over real estate development; preserve affordable rents in perpetuity to protect renters at risk of displacement; offer high quality rental units as an alternative to negligent landlords; and allow residents to stay in these communities as they change and grow as set forth in its program guidelines.

USE OF EVIDENCE

Tier – Strong

Evidence shows that this model results in increased housing stability, access to affordable housing, improved neighborhood quality, and decreased disparity in access to health care. As of 2021, there were more than 260 community land trusts throughout the U.S., and this model is also used in other parts of the world like Canada, United Kingdom, and Australia. This project will achieve the City’s goal of increasing the overall housing supply.

<https://thebusinessjournal.com/could-community-land-trusts-make-housing-more-affordable-in-fresno/>

<https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-land-trusts>

<https://catalog.results4america.org/strategies/overall-housing-supply>

<https://landtrustalliance.org/>

GOALS OF THE PROJECT

Leverage City and other grant dollars to create capacity to steward in perpetuity between 10 and 25 homes (depending on the final business plan), occupied by and to be maintained affordable to residents at 80% AMI and below.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of households receiving eviction prevention services	0
Number of affordable housing units preserved or developed	0

Output Measures	Completed (Y/N)
Feasibility study to determine how CCLT can support community effort to ensure increased opportunities for affordable home ownership and rental residences	Yes
Business plan to implement the feasibility study	Yes
Leverage of City and other grant dollars to create capacity to steward in perpetuity between 10 and 25 homes (depending on the final business plan), occupied by and to be maintained affordable to residents at 80% AMI and below	No

-
- To date, funds in the amount of \$111,250 have been provided to the Land Trust to obtain a feasibility study and to create a business plan.

LESAR CONSULTANTS

FUTURE HOUSING RELATED FUNDING RESOURCES

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$185,000.00
Managing Department:	CMO
Purpose:	Consulting Services to enable the City of Fresno and selected partners to complete the Catalytic Qualifying Infill Development preliminary proposal submission.
Project Status:	Complete

DESCRIPTION

LeSar Support Services (LeSar) specializes in housing policy and grant writing services. LeSar worked with the City of Fresno to apply for a highly competitive funding source announced by the Department of Housing and Community Development (HCD) in December 2022. This funding focused on strategic investments that can quickly provide housing at scale and catalyze economic opportunities. In addition to grant writing services, LeSar provided technical assistance and interface with HCD to ensure Fresno met the many density, unit-count, unit-mixture, and other eligibility requirements. LeSar provided these services in a timely fashion and ensured the City’s applications were competitive as part of HCD’s expedited two-stage process, with deadlines of January 31, 2023, and March 2023. This resulted in a \$250,000,000.00 grant award to the City of Fresno for housing infrastructure downtown.

MIXED INCOME NEIGHBORHOOD TRUST

Recovery Plan Category:	6- Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$1,950,000.00
Managing Department:	Planning and Development
Purpose:	For the acquisition and subsequent rehabilitation of 50 affordable rental-housing units in central Fresno; including acquisition of existing rental properties, rehabilitation, and leasing of the affordable rental units to income eligible households for a minimum affordability period of 55 years.
Project Status:	In Progress

DESCRIPTION

Mixed Income Neighborhood Trust has been identified as a powerful tool for accelerating the development of high quality affordable rental housing. Through the Fresno Community and Economic Development Partnership (CEDP) Housing Working Group, Fresno Community Development Corporations (CDCs) across Council Districts 1, 3, and 7 have been collaborating on the launch of the Central Fresno Neighborhood Trust (“CFNT”). CFNT will develop, own, and manage a scattered site rental portfolio, governed by community stakeholders, and legally mandated to

preserve affordability and belongings for today’s renters. The MINT and Central California Land Trust will complement one another in purpose.

MOBILE SHOWER STATIONS FOR THE UNHOUSED

HOUSING SUPPORT SERVICES FOR THE UNHOUSED COMMUNITY

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.16-Long-term Housing Security: Services for Unhoused Persons
Funding Amount:	\$238,616.11
Managing Department:	Planning & Development Department
Purpose:	To provide restroom and shower services to unhoused residents in a manner that prevents the spread of COVID-19.
Qualified Census Tracts:	20.00, 4.00, 34.00
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

This project will facilitate the purchase of a mobile shower with multiple shower stall stations and restroom stations. The mobile shower will be designed to operate with City owned and operated fire hydrants for water service and sanitary sewer manholes for wastewater discharge service. The Homeless Assistance Response Team (HART) will be responsible for scouting readily accessible locations throughout the City to schedule the placement of the mobile shower. The mobile shower will serve individuals experiencing homelessness and provide a secure and safe environment for bathing and hygiene. The mobile restroom and shower trailer operates Monday through Friday from 9am – 1pm in five different locations across the city. A resident who uses the trailer receives a clean towel and toiletry bag, in addition to a referral to other resources. These services are provided by Gracebound Inc.

PROMOTING EQUITABLE OUTCOMES

This project serves unhoused residents. Racial equity and inclusion are ensured by mobilizing the services provided to different census tracts daily, and by publicizing the services to others city-wide.

USE OF EVIDENCE

Tier – Strong

The Mobile Showers and Restrooms involves the City of Fresno and a Community Based Organization to provide services to the unhoused community. The operations of the mobile showers and restroom facilities will be provided to unhoused individuals within the City of Fresno, eight hours a day five days a week. The Community Based Organization will also screen participants for other community services opportunities. Funds were allocated to the City of Fresno, who purchased two mobile shower and restroom trailers. This resource will provide basic hygiene and sanitation opportunities for individuals that are unhoused.

<https://theshowerofhope.org/>

<https://www.swlove.org/>

GOALS OF THE PROJECT

The goals of the project are: 1) to provide a safe and sanitary environment for unhoused residents to use the restroom and shower, 2) to provide referrals to additional resources, and 3) to stop the spread of COVID-19.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of individuals receiving services	2,694

Output Measures	Total
Number of days services were provided	241

Outcome Measures:

- Number of people who utilized services: 2,694

LAND PURCHASE FOR AFFORDABLE HOUSING

PARKWAY DRIVE PARCEL

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-Term Housing Security: Affordable Housing
Funding Amount:	\$420,503.63
Managing Department:	Planning and Development
Purpose:	To acquire undeveloped land for future affordable housing projects as part of the redevelopment of Parkway Drive.
Qualified Census Tracts:	20
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

As part of the City's goals to advance community and economic development in targeted areas as outlined in the One Fresno Housing Strategy, the City will acquire over 2 acres of undeveloped land along Parkway Drive from Fresno Housing Authority for future affordable housing projects. The future projects will support the development of vacant lots to advance affordable housing stock, increase neighborhood safety, improve mental and physical health, provide upward mobility, beautify the neighborhood, increase socio-economic diversity, reduce food insecurity, and improve overall well-being.

PROMOTING EQUITABLE OUTCOMES

This project intends to create long-term, quality affordable housing, support community goals, stabilize neighborhoods where vacancies are concentrated, and support equitable development.

USE OF EVIDENCE

Tier - Strong

There is strong evidence to support that the development of vacant lots will result in the creation of more affordable housing stock, increased neighborhood safety, improved mental and physical health, improved upward mobility, and neighborhood beautification. In addition, research shows that the creation of more affordable housing stock reduces blight, improves neighborhood quality, increases socio-economic diversity, provides access to affordable housing, reduces food insecurity, and improves overall well-being.

<https://catalog.results4america.org/strategies/affordable-housing>

<https://catalog.results4america.org/strategies/vacant-properties>

<https://fresno.legistar.com/LegislationDetail.aspx?ID=5958101&GUID=238252C5-0984-4A3F-8AF4-4DFAB09A56DA>

GOALS OF THE PROJECT

To create long-term, quality affordable housing by acquiring undeveloped land for reuse and/or future development. The outcome will be to reduce blight, improve neighborhood quality, increase socio-economic diversity, provide access to affordable housing, reduce food insecurity, improve overall well-being, support community goals, stabilize neighborhoods where vacancies are concentrated, and support equitable development. This project does not contain a program evaluation; therefore, successes will be measured by our key performance indicators.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of affordable housings preserved or developed	3 parcels

Output Measures	Total
Amount of undeveloped land acquired	3 parcels
Number of units added of affordable housing stock	Pending
Number of overall housing units added	Pending
Number of projects created offering affordable housing in areas of high opportunity	Pending

Outcome Measures:

To create long-term, quality affordable housing by acquiring undeveloped land for reuse and/or future development. The outcome will be to reduce blight, improve neighborhood quality, increase socio-economic diversity, provide access to affordable housing, reduce food insecurity, improve overall well-being, support community goals, stabilize neighborhoods where vacancies are concentrated, and support equitable development.

To date, funds in the amount of \$406,321.43 have been expended for the acquisition of the 3 parcels.

AFFORDABLE HOUSING

TINY HOMES PURCHASE FOR THE UNHOUSED

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-Term Housing Security: Affordable Housing
Funding Amount:	\$964,482.00
Managing Department:	Planning and Development
Purpose:	The creation of a housing development with 26 tiny homes to be used as non-traditional permanent supportive housing for those experiencing homelessness.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

The City has partnered with Poverello House to facilitate the purchase of 26 prefabricated tiny homes to provide non-traditional permanent supportive housing for those experiencing homelessness. The tiny homes will be owned, placed, and operated by Poverello House and will each consist of 288 square feet with the capacity to house 1 to 2 individuals. Poverello House will also engage in outreach to selected encampments and will employ evidence-based informed housing solutions that have been shown to be an effective intervention for people facing numerous barriers to finding and maintaining stable housing. Research proves that this strategy improves upward mobility, health outcomes, and public safety, as well as addressing the local housing shortage.

PROMOTING EQUITABLE OUTCOMES

This project will serve individuals experiencing homelessness who are, according to local Point in Time (PIT) surveys as well as national statistics, disproportionately people of color. The local homeless community is disproportionately represented by Native American, African American, and Latino/a. In addition, this project will serve individuals who are experiencing co-occurring issues like mental illness, substance use disorders, health problems, justice system involvement, social-cultural adjustment issues, and/or foster care/emancipation issues. This population is also more likely to be impacted by a shortage of safe and affordable housing and are struggling with housing burdens and barriers like security deposits, bad credit or even past evictions.

USE OF EVIDENCE

Tier - Strong

Research proves that this strategy improves upward mobility, health outcomes, and public safety, as well as addressing the local housing shortage.

<https://www.kcra.com/article/newsom-start-california-tour-homelessness-proposal/43336748>

<https://edsource.org/2022/tiny-house-construction-has-fresno-students-dreaming-big-about-their-futures/680704>

<https://catalog.results4america.org/strategies/affordable-housing>

<https://www.californiatinyhouse.com/>

GOALS OF THE PROJECT

This project will provide permanent supportive housing to individuals and families experiencing homelessness. This program will be using evidence-based practices to ensure the successful connection with the most vulnerable to housing and helping to ensure housing stability for those housed. This project does not contain a program evaluation; therefore, successes will be measured by our key performance indicators.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of affordable housing units preserved or developed	26

Output Measures	Total
Number of permanent supportive housing for homeless individuals and families developed	0
Number of individuals/families experiencing homelessness identified	0
Number of tenants at risk of displacement and homelessness receiving housing	0

Outcome Measures:

- Permanent supportive housing units created – pending completion
- Most vulnerable and chronically homeless individuals provided with stable accommodations – pending completion
- Individuals receiving supportive services – pending completion
- This program is still in pre-development stages. To date, the project has received \$964,482 in ARPA funding. These funds have been used to purchase 26 affordable housing units which are being manufactured/developed by PreFab Innovations, Inc.

SOUTHWEST FRESNO DEVELOPMENT CORPORATION

HOMEOWNERSHIP ASSISTANCE

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.18 – Housing Support: Other Housing Assistance
Funding Amount:	\$1,000,000.00
Managing Department:	Finance
Purpose:	To provide homebuyer education, counseling and ongoing support that prepares loan-ready borrowers and promotes homeownership community- and citywide as a solution to SW Fresno’s persistent racial wealth gap; and to elevate the conversation around SW Fresno community development, driving toward equitable results and accountability.

Qualified Census Tracts:	2, 3, 7.01, 7.02, 9.01, 9.02, 10, 11
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

SWFDC’s goal is to purchase up to 4 properties at \$300,000 or less. At that price point with downpayment assistance, the family will have a mortgage payment of between \$1700-\$2000 per month — hopefully comparable to what they are paying now for rent. We work to prevent financial shock for our families, and to keep the monthly mortgage amount low, we will work with lenders to buy down the interest rates and provide down payment assistance. As tenants in these 4 houses, SWFDC will enter into up-to-24-month lease agreements with families that provide an option for homeownership purchase at the end of the period. On a case-by-case basis, SWFDC will determine whether to extend the lease for the family for an additional 24 months if they are not able to purchase the property at the end of the 1st lease. Our goal is to lease to sell — we are preserving affordable housing and enabling families to live in the neighborhood of their choice.

PROMOTING EQUITABLE OUTCOMES

This project will serve renters throughout Fresno and the region but will focus on residents of 93706 or those who work in, live in, worship in, and love the community and desire to purchase a home there. The 93706 community has the highest concentration of BIPOC families of any area in Fresno, with approximately 78% Hispanic, 14% African American, with Asian/Pacific Islander/Hmong populations making up the remainder. Within this community, more than 50% of the children under the age of 18 live in poverty and more than 4 in 10 residents are unemployed.

USE OF EVIDENCE

Tier – Moderate Evidence

There is significant evidence to support the Southwest Fresno Development Corporation (SWFDC) approach to helping community residents of the 93706 to stabilize their families, create supportive neighborhoods and build wealth through homeownership. In the Results 4 America overview, the author shares in the issue area of Housing and Community Development with outcomes of stable families and supportive neighborhoods, that assisting LMI households with gaining housing in private neighborhoods is “one way to increase their access to quality, affordable housing.” The article also discussed the importance of Downpayment Assistance, stating that it “reduces the overall cost of purchasing a home and the need for significant liquidity. This can take several forms including ... providing cash grants.”

Like SWFDC, this model calls for support subsidies, grants or loans, and personalized housing search assistance. The SWFDC Homeownership Institute provides robust homebuyer education, including the 8-hour HUD-certified course for the Downpayment Assistance Certificate, ongoing buyer workshops (on credit repair, how to use the Downpayment certificate, how to obtain a home loan, realtor meet-ups, etc.), and one-on-one housing counseling with skilled real estate professionals. SWFDC covers up to 10 hours of credit counseling per family and has a modest Downpayment assistance and closing costs support program (up to \$5,000 per family).

<https://catalog.results4america.org/strategies/private-market-housing>

<https://upward-mobility.urban.org/financial-security-and-wealth-building-opportunities>

<https://www.pewresearch.org/short-reads/2017/01/10/blacks-and-hispanics-face-extra-challenges-in-getting-home-loans/>

<https://www.census.gov/programs-surveys/ahs/>

GOALS OF THE PROJECT

- Increase awareness of homeownership opportunities as a tool for reducing the racial wealth gap and restoring the SW Fresno Community.
- Ability to offer high-quality homeownership education programs to educate and equip future borrowers to become loan-ready and move toward homeownership.
- Provide housing counseling, credit counseling and mortgage technical assistance.
- Host the Annual Fresno Homebuyers' Conference.
- Convene the Southwest Fresno Housing Collaborative to help move community development goals forward.
- Purchase and provide rental housing to families who are striving to be loan ready through SWFDC homeownership programs.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many clients have been served?	238

Output Measures	Total
Number of clients that have completed a homebuyer education class	52
Number of clients the have received counseling hours	76
Number of borrowers that have been pre-approved for a mortgage loan	0
Number of student interns hired	2

Outcome Measures:

SWFDC is still in the early stages of implementing our homeownership programs, including homebuyer education so families can earn the HUD Down Payment Assistance Certificate, credit repair and management counseling, financial education on household budgeting and loan-readiness. Becoming a “trusted Housing Resource for the community” is a very long process, we are making great progress and there are dozens of families and individuals from our community who are interested getting financially positioned for homeownership. We have developed partnerships with 2 affordable housing developers: Self-Help Enterprises and the Fresno Housing Authority, both of whom will be bringing 65-70 new single-family homes online in 2023-24, in SW Fresno, and homes for which our families can qualify. Most of these homes are income restricted for eligible families at <80% AMI, so for families making approximately \$40,000 annually.

This Fall, SWFDC has been scheduled to provide the 8-hour homebuyers' course to families referred from Fresno Housing Authority who are interested in buying one of Fresno Housing's 33 for-sale Heritage Estates homes in 2024. We will also provide ongoing housing counseling to these family's post-purchase, as they will likely need ongoing support.

Participant surveys from SWFDC’s April Conference yielded data that said that homebuyer knowledge and confidence have improved. Many of the participants felt the conference was very helpful and educational.

Credit Counseling: we have referred 17 participants this quarter to our 2 contracted Credit Counselors. The Counselors conduct a credit assessment and a detailed review of each client’s credit report. It is too soon to see improvements in credit scores, but we anticipate reporting some movement by the end of next quarter. No homes have been purchased yet, and no leases with options have yet been negotiated. We have more than 70 people in the downpayment assistance certificate pipeline, and 4 individuals have received their certificates.

Many of our clients have reported feeling “discouraged” because of their financial situations, their credit card debt, their low incomes, or recently lost jobs. We let them know that homeownership is not possible for everyone, but even with that, the Downpayment Assistance Certificate can be used next year, or in 3 years or 5 years, when their financial situations may have improved. The Financial Education each of our clients receive is valuable in whatever stage of life they are in and whether they will buy a home or not.

SWFDC was able to secure a grant from Wells Fargo based on their current capacity and progress so far.

AFFORDABLE HOUSING

SUN LODGE MOTEL CONVERSION AND REHABILITATION

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-Term Housing Security: Affordable Housing
Funding Amount:	\$2,500,000.00
Managing Department:	Planning and Development
Purpose:	The conversion and rehabilitation of a vacant motel into 64 units of affordable rental housing for very low- and low-income households who are most at risk for displacement and homelessness, while meeting the City’s objectives to reduce homelessness and increase housing stability.
Qualified Census Tracts:	20
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

This project consists of the rehabilitation and new construction of the former Days Inn, a 98-room motel structure, located at 1101 N. Parkway Drive, into a 64-unit apartment complex, to include on-site and off-site improvements and amenities. Of the 64 units, 11 units will be project-assisted units reserved for very low- and low-income households earning 50% to 80% area median income, and 1 unit will be for an on-site property manager. The developer of this project is Fresno Housing Authority and the outcomes for this project include growing the affordable housing stock, increasing overall housing supply, and improving housing stability for tenants at risk of displacement and homelessness. In addition, the project fulfills the City’s goals to redevelop Parkway Drive by creating permanent affordable housing for lower income households while having a positive impact on the surrounding neighborhood.

PROMOTING EQUITABLE OUTCOMES

This project will assist low-income and very low-income residents who are more likely to be impacted by a shortage of safe and affordable housing. Residents with lower household incomes are more likely to be cost-burdened and

have fewer financial resources to expend on other necessities such as healthy food, education, and medical expenses.

USE OF EVIDENCE

Tier – Strong

Research shows that this project will reduce homelessness and increase housing stability.

<http://www.stepup.org/services/permanent-supportive-housing/>

<https://nhc.org/event/it-works-converting-motels-and-hotels-into-affordable-housing/>

https://www.housingfinance.com/developments/motels-rehabbed-for-affordable-housing_o

GOALS OF THE PROJECT

The goals of this project are to create quality, affordable rental housing by rehabilitating existing long-term vacant buildings and leasing the units to income-eligible households, while having a positive impact on the surrounding area by beautifying the neighborhood and improving public safety and health outcomes. This project does not contain a program evaluation; therefore, successes will be measured by our key performance indicators.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of affordable housing units preserved or developed	64

Output Measures	Total
Number of affordable units constructed/rehabilitated	64
Number of low-cost housing in underserved areas increased by	64
Number of existing long-time vacant buildings transformed to affordable housing	1

Outcome Measures:

- 64 safe, decent, affordable rental housing units created on Parkway Drive
- Homelessness decreased by – pending statistics
- Parkway Drive property values increased by – pending statistics
- This project is in development. To date, funds in the amount of \$2.5M have been expended to purchase the Sun Lodge Motel in order to convert it to permanent affordable housing.

TENANT RELOCATION BENEFITS

RENTAL HOUSING SUPPORT

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.17 – Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities
Funding Amount:	\$50,000.00

Managing Department:	City Attorney's Office
Purpose:	A resident will receive a financial benefit at fair market value to offset the cost of their relocation.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

Provide relocation benefits to low-to moderate households who face immediate health and safety issues at their residence.

PROMOTING EQUITABLE OUTCOMES

Low or moderate households affected by violations or health issues at their current residence.

GOALS OF THE PROJECT

Allow residents to move to a safe location while violations or repairs are made at their current house.

USE OF EVIDENCE

Tier – Strong

Our department will provide short-term financial assistance at market value if the City has posted the property against occupancy. We also work to rehouse residents within 24 hours if necessary.

<https://catalog.results4america.org/strategies/housing-stability>

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of households receiving eviction prevention services	1

Output Measures	Total
Number of requests for relocation benefits	1

VOUCHER INCENTIVE PROGRAM

RENTAL HOUSING SUPPORT

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.17 – Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities
Funding Amount:	\$1,000,000.00

Managing Department:	Planning and Development
Purpose:	Administer the Voucher Incentive Program for Housing Choice Voucher holders, increasing access to affordable housing opportunities.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

The Voucher Incentive Program (VIP) is developed to assist up to 500 out of the average 1,000 existing low-income Housing Choice Voucher (HCV) holders who are currently unable to lease-up and leverage existing vouchers during the housing crisis. This will be accomplished through signing incentives designed to attract new landlords and new affordable housing units in high opportunity areas. Assistance will also be provided for HCV tenants with deposits and credit checks. A damage repair fund will be developed as well as providing vacancy loss payments to ensure voucher holders are competitive in the rental market.

PROMOTING EQUITABLE OUTCOMES

This project will low-income HCV holders, who have been unsuccessful in leveraging existing vouchers to lease-up affordable housing. The VIP will assist low-income families by encouraging new participation of landlords and aiding those struggling with housing burden and barriers like security deposits, bad credit or even past evictions. The VIP further incentivizes housing in high opportunity areas - deconcentrating poverty this desegregation of neighborhoods provides higher rates of upward mobility and outcomes for children.

USE OF EVIDENCE

Tier - Strong

This program provides housing support to our city by offering Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities. The Housing Voucher program is a well-established federally funded program that provides rental assistance to eligible low-income individuals. HUD provides funds to municipal housing agencies which administer the programs locally. The County of Fresno is the agency that will provide the housing vouchers for this program, like a similar program with the City of Clovis. There is strong evidence that this program is successful in reducing homelessness, increasing neighborhood choice, increasing socio-economic diversity, reducing exposure to crime, and increasing housing stability. Studies have also shown that participation in this program reduces concentrated poverty and overcrowding, improves food security, and decreases health disparities.

<https://cityofclovis.com/affordablehousing/fresno-county-housing-choice-voucher/>

<https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/housing-choice-voucher-program-section-8>

<https://fresnohousing.org/residents/housing-opportunities/housing-choice-vouchers/>

GOALS OF THE PROJECT

This project will facilitate successful leasing of affordable housing and remove other financial burdens for up to 500 households unable to utilize a voucher. This program will be using evidence-based practices to ensure these interventions are successfully housing low-income individuals. Interventions such as security deposit, credit check and

other application fees will be available, as well as tenant training to help prepare for a successful house searching process. This project will be evaluated based on the number of households/units assisted.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many clients have been served?	100

Output Measures	Total
How many families have completed the Resident Education Program	84
How many families have moved into units	42
How many families have been helped with deposit assistance	38
How many families have been helped with application fee expenses	11
How many owners have received incentives for units in a Small Area Fair Market Rent (SAFMR)	13

INVESTMENT IN NEIGHBORHOODS

ADDITIONAL RESOURCES FOR CODE ENFORCEMENT

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.23 – Strong Healthy Communities: Demolition and Rehabilitation of Properties
Funding Amount:	\$420,000.00
Managing Department:	City Attorney’s Office
Purpose:	The addition of six new Laborer positions and additional equipment to support Code Enforcement.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

Throughout the year, the team which consists of 3 Light Equipment Operators and 10 laborers, will clean numerous alleys on a daily basis and assist with the cleanup with neighborhoods. The department identifies specific areas of the city that need to be cleaned up and come up with a weekly schedule.

PROMOTING EQUITABLE OUTCOMES

Every neighborhood in the city will receive the services. Areas in all districts are identified for cleanup and assistance. Goal of the project:

- To clean up junk and rubbish from neighborhoods and assist with Beautify Fresno efforts.

PERFORMANCE MEASURES

Output Measures	Total
Number of alleys cleaned	362
Number of cleanups we assisted with	301
Pounds of trash collected	1,136,360

PARKS

CREATION AND IMPROVEMENT OF OUTDOOR GREEN SPACES

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Funding Amount:	\$10,929,900.00

Managing Department:	PARCS
Purpose:	Acquisition, design, and constriction improvements for parks throughout the city.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	In Progress

DESCRIPTION

Plans and specifications vary by park, but amenities include central community green spaces, plazas, play structures, exercise stations for teens and adults, paths, bocce ball and/or pickleball courts, benches, and picnic areas.

PROMOTING EQUITABLE OUTCOMES

Park amenities have not been pre-determined but will instead be selected based on community engagement to be conducted during the development of the schematic design. Materials promoting public engagement opportunities will be actively distributed to the diverse communities surrounding the park site.

GOALS OF THE PROJECT

Park amenities were not pre-determined but were instead selected based on community engagement conducted during the development of the schematic design. Materials promoting public engagement opportunities were actively distributed to the diverse communities surrounding the park site.

PERFORMANCE MEASURES

ARPA Key Performance Indicators

Number of residents served within a ½ mile radius	Total
Peach Park	6,634
Van Ness & Weldon Park	4,520
Tot Lot Design at University Park	5,811
Wesley Park	7,076
Vinland Park Pickleball Court	7,750
Rotary East Pickleball Court	3,986
Vinland Park Restroom Upgrades	7,750

Summary of the program to date, and any significant accomplishments through June 30, 2023:

Peach Park:

Two community meetings have been completed to determine needed/wanted park features, amenities, and design. Approximately 250 residents attended the first community meeting and approximately 75 attended the second meeting. Additionally, a survey was completed which gathered responses from approximately 3,000 residents. Feedback from the community meetings and survey was used to develop the park schematic design, which is nearly complete. A third community meeting will be held to gather additional feedback regarding final amenity design (i.e., colors, finishes, etc.)

Van Ness & Weldon Park:

The City has completed and adopted CEQA for the project and authorized a purchase and sale agreement for the property located at 2004 N. Van Ness Boulevard. A construction contract was awarded, and street improvements have been completed. Design work has been completed and a construction contract awarded. Demolition of the property is underway along with grading, underground utilities and concrete work while we wait for the play and fitness equipment.

Tot Lot Design at University Park:

In March 2023, a Request for Proposal (RFP) was sent to three of the PARCS on-demand consultants. An award was made to Provost and Pritchard Consulting Group Inc. (P&P) and a Notice to Proceed with Part 1 – Schematic Design Phase was sent June 2023. A design kickoff meeting was held with all the project stakeholders.

Wesley Park:

The City has secured a consultant to prepare environmental documentation for the acquisition of property at 5344 N Fourth St. This 1.63 acres of land currently known as El Dorado Park will be acquired as a city asset. Additional amenities for the park will be designed and developed thorough a robust community engagement process beginning July 2023. Design work should be completed by October 2023 and construction by February 2025.

Vinland Park Pickleball Court:

This project will be completed in tandem with Rotary East pickleball court. The city has secured a design consultant for the creation of multipurpose sports courts to include the addition of pickleball. A kickoff meeting was held including city staff and consultant and with final schematic designs completed by November 2023. Site construction will begin thereafter.

Rotary East Pickleball Court

This project will be completed in tandem with Vinland pickleball court. The city has secured a design consultant for the creation of multipurpose sports courts to include the addition of pickleball. A kickoff meeting was held including city staff and consultant and with final schematic designs completed by November 2023. Site construction will begin thereafter.

Vinland Park Restroom Upgrades:

This restroom upgrade is complete, and the restrooms were reopened in May 2023. The restrooms now feature fresh paint, resealed concrete flooring, new toilets, urinals, sinks, soap dispensers, hand dryers and toilet paper dispensers as well as newly installed partitions to create privacy for the users of the bathroom.

ENHANCED STREET LIGHTING DOWNTOWN

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Funding Amount:	\$500,000.00
Managing Department:	Public Works

Purpose:	Lighting repairs at Downtown Brewery District
Qualified Census Tracts:	6.02, 1
Use of Evidence:	N/A
Project Status:	In Progress

DESCRIPTION

This project will provide enhanced streetlighting and safety for the brewery district in downtown Fresno. This area hosts large public events throughout the year with diverse groups of residents attending the festivities. Many events encourage pedestrian travel throughout the district and additional and improved streetlights are essential for the public's safety.

PROMOTING EQUITABLE OUTCOMES

This project will serve Downtown Fresno's diverse residents, businesses, and visitors by providing enhanced streetlighting.

GOALS OF THE PROJECT

The goal of the project is to Install additional and repair existing streetlights in frequently attended area of downtown Fresno. Lighting will provide safety for pedestrians and customers attending local events.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Total expected capital expenditure, including pre-development costs, if applicable	\$191,002.82

Output Measures	Total
Number of streetlights installed	47
Number of streetlights repaired	9

CITY INFRASTRUCTURE

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$10,113,580.00
Managing Department:	Public Works
Purpose:	Providing long lasting infrastructure for the residents within the community.
Project Status:	In Progress

DESCRIPTION

This project includes paving of streets, upgrading of ADA curbs and ramps, repairs to concrete curbs, gutters and sidewalks and the installation of pavement markings in accordance with Manual on Uniform Traffic Control Devices.

These improvements will provide needed infrastructure for residents in various neighborhoods. Locations of improvements include:

- Gettysburg/First/Fairmont/Millbrook Neighborhood
- Fresno High Area
- Kearney Frontage
- Slurry projects at various locations in District 1
- Tree trimming/landscape at various locations in Districts 1, 2, 4, 5, 7
- Concrete repair at various locations in Districts 2, 3, 4, 6, 7
- Signage and speed mitigation measures at various locations in Districts 2, 3, 6, 7
- Alley gates installation at Fagan Alley
- Roeding Park and Keats Park monument pad installation
- Kaviland & Villa Park improvements
- Al Radka Dog Park
- Streetlight repair at Portland/Millbrook
- Bus stop pad at Chestnut/Herndon
- Paving at Chestnut/Fremont/Sierra/Vista/Magill

TRAFFIC CALMING PROGRAM

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Funding Amount:	\$400,000.00
Managing Department:	Public Works
Purpose:	Improve traffic and pedestrian safety within the neighborhood
Qualified Census Tracts:	6.02, 20, 28, 48.02, 26.01, 47.04
Use of Evidence:	N/A
Project Status:	In Progress

DESCRIPTION

Installation of residential speed humps on neighborhood residential streets to provide traffic calming and minimize speeding traffic.

PROMOTING EQUITABLE OUTCOMES

This project will serve multiple neighborhoods within the city of Fresno and provide the residents and visitors within with a safer environment.

GOALS OF THE PROJECT

Improve traffic and pedestrian safety, create more livable neighborhoods through reduction of traffic speeds.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Total expected capital expenditure, including pre-development costs, if applicable	\$400,000.00

Output Measures	Total
Number of speed hump sets being installed	40

BEAUTIFY FRESNO RESOURCES

LITTER CONTROL VEHICLES

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$1,307,000.00
Managing Department:	Department of Public Utilities
Purpose:	Purchase equipment to help facilitate litter abatement and illegal dumping services for the City of Fresno.
Project Status:	In Progress

DESCRIPTION

The City of Fresno has been challenged to create solutions to the growing problem of litter and illegal dumping, where heavy vehicle and pedestrian traffic have seen a significant increase in the amount of trash collecting in areas where residents, customers and visitors travel every day. Litter is a public health concern, contributing to a lesser quality of life in and around business corridors that may already be experiencing a variety of pollution exposure burdens, and the cost of removal is a financial burden on the City and local taxpayers. The City currently utilizes a complaint-based approach to cleaning up large piles of garbage and illegal dumping and has established a new program within the Department of Public Utilities (DPU) called Beautify Fresno, an initiative directed to clean and beautify the city through the elimination of trash, graffiti, and blight, and the creation of community-based beautification projects. While the efforts of DPU and Beautify Fresno have been successful in reducing the amount of litter in our community, there is a need to purchase additional litter control vehicles to expand on those services to operate a comprehensive litter

This funding will allow the City of Fresno to increase its fleet of litter control vehicles to build on the efforts of Beautify Fresno to make the community a cleaner, greener, more beautiful place to live. The vehicle purchases will allow Beautify Fresno to hire more sanitation workers for improved service, with the goal of reducing response time for service requests.

ROTARY PARK CONCRETE WORK

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Funding Amount:	\$340,000.00
Managing Department:	Public Works
Purpose:	Provide long lasting infrastructure for residents within the community.
Qualified Census Tracts:	53.01
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

Funding will provide repairs to concrete curbs, gutters, and sidewalks in the Rotary Park neighborhood. This will provide residents with adequate, walkable paths of travel promoting health and safety for all in the community.

PROMOTING EQUITABLE OUTCOMES

This project promotes safe routes of travel within the Rotary Park neighborhood through repaired sidewalks and will eliminate standing water in gutters through restored infrastructure.

GOALS OF THE PROJECT

Restore and construct ADA complaint paths of travel and restore damaged drainage infrastructure.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Total expected capital expenditure, including pre-development costs, if applicable	\$340,000.00

Output Measures	Total
Linear feet of sidewalks repaired	2,000
Linear feet of curbs/gutters repaired/installed	1,850
Number of driveway approaches installed/repaired	20

DAKOTA AND BARTON PARK

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$999,900.00
Managing Department:	PARCS

Purpose:	Acquisition, Design and Construction of Community Park
Project Status:	Complete

DESCRIPTION

The City Council approved the acquisition of a 2.4-acre parcel at 4461 E. Dakota on 9/29/2022, with escrow closing on 10/20/2022. The City will procure a design firm to conduct community outreach and design a park at the location, which will be developed with amenities based on community input. The design firm will be procured and begin community outreach by May 2023. Outreach, site planning, and schematic design will be completed through October 2023; design development, permitting, and preparation of bid documents will be completed through May 2024. The project will then be advertised, awarded, and enter construction targeting August 2024 with construction through February 2025. The park will include amenities to be determined by the community during the outreach process conducted, and exact construction timing for the project will be dependent on securing additional funding.

PUBLIC SAFETY

911 POLICE AND FIRE DISPATCH CENTER

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$10,000,000.00
Managing Department:	Citywide
Purpose:	Construction of Public Safety Facilities
Project Status:	In Progress

DESCRIPTION

The purpose of the project is to provide an up-to-date state of the art environmentally safe, and technologically advanced building with sufficient space to house staff in the 911 Police and Fire Dispatch Center. This new facility will enhance current capabilities and provide for additional staffing in an effort to reduce call wait times when residents dial 9-1-1. A design consultant has been selected and we are currently in the design review stage of the project.

FIRE DEPARTMENT RETENTION AND STAFFING

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$1,533,200.00
Managing Department:	Fire Department
Purpose:	Personnel costs to maintain minimum daily staffing for Fire Department members
Project Status:	Complete

DESCRIPTION

This funding was to pay public safety personnel costs in order to maintain minimum daily staffing of sworn personnel during exposures and isolation periods throughout the COVID-19 pandemic. Essential services such as public safety experienced high levels of susceptibility due to a large volume of COVID-19 related calls for service. Fire Department personnel was required to comply with mandatory isolation protocols which resulted in increase in absences.

FIRE DEPARTMENT STAFF SALARIES

Recovery Plan Category:	3 – Public Health-Negative Economic Impact: Public Sector Capacity
Expenditure Category:	3.3 Public Workforce: Other
Funding Amount:	\$1,076,000.00
Managing Department:	Fresno Fire Department

Purpose:	Personnel costs for First Responder (public safety) personnel.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

The pandemic created a number of challenges for first responders. Higher demand for services, particularly for medical aid, as well as ongoing exposure by first responders became the daily norm. In an effort to hire additional fire department personnel the City of Fresno was awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant. This grant pays for a portion of the expenses needed to hire 24 new sworn fire personnel; however, not all costs are allowable in the grant. ARPA funding was able to close the gap and fund the trainers, backfill pay, supplies, and training materials. This provided desperately needed fire personnel for the City of Fresno.

PROMOTING EQUITABLE OUTCOMES

This project served all members of the public regardless of race. All emergency calls are responded to without bias. It should also be noted in the recruitment process, all races and ethnic groups are encouraged to apply and given equal opportunity throughout the process.

GOALS OF THE PROJECT

This project allowed the Fire Department to achieve and maintain adequate staffing meeting the increased demand on services and protected department members who may have been exposed from spreading COVID-19.

PERFORMANCE MEASURES

Output Measures	Total
Number of firefighters hired	24

FIRE STATION SECURITY AND REPAIRS

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$838,000.00
Managing Department:	Fire Department
Purpose:	Installation of gates and fences
Project Status:	In Progress

DESCRIPTION

This funding was to pay for perimeter fence repairs at fire stations. The damaged fences were allowing unauthorized individuals access to the station's power boxes, water supply and equipment storage facilities creating risks to fire personnel and the individual. Additionally, funding was used to pay for facility repairs at stations 1, 15, 16, 17 and 19 to include flooring, apparatus roll up doors and plumbing.

FIRE STATION 12 CONSTRUCTION

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$3,458,000.00
Managing Department:	Fire Department
Purpose:	New Fire Station Construction
Project Status:	In Progress

DESCRIPTION

A new Fire Station 12 is being developed to replace existing Fire Station 12, that is inadequate in capability to support the growing needs of northwest Fresno. Fire Station 12's district emergency responses have increased beyond the capacity of the current station located at 2874 West Acacia Avenue, which at times as required assistance from units outside of Fire Station 12's district. The new Fire Station 12 will house eight crew members and include four pull-through apparatus bays to meet the service needs of northwest Fresno. The project will be delivered utilizing a design-bid-build method and will be designed by The Taylor Group Architects of Clovis, CA. Construction of the new station is scheduled for completion by the end of 2025.

PUBLIC SAFETY TRAINING

FIRE DRILL SCHOOLS 1 & 2

Recovery Plan Category:	3 – Public Health-Negative Economic Impact: Public Sector Capacity
Expenditure Category:	3.2 Public Sector Workforce: Rehiring Public Sector Staff 3.3 Public Sector Workforce: Other
Funding Amount:	\$3,919,900.00
Managing Department:	Fresno Fire Department
Purpose:	Personnel costs for First Responder (public safety) personnel.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

This funding was to pay personnel costs to add first responder members for emergency fire, medical aid, and rescue services. At the height of the COVID pandemic, members were exposed to sick individuals daily. The addition of staffing allowed for exposed members to isolate or quarantine while still maintaining a workforce of staffing to meet ongoing demands for services.

PROMOTING EQUITABLE OUTCOMES

This project served all members of the public regardless of race. All emergency calls are responded to without bias. It should also be noted in the recruitment process, all races and ethnic groups are encouraged to apply and given equal opportunity throughout the process.

GOALS OF THE PROJECT

The pandemic created a number of challenges for first responders. Higher demand for services, particularly for medical aid, as well as ongoing exposure by first responders became the daily norm. These funds, which were used to supplement for personnel costs, greatly assisted the Fire Department in its goal to achieve and maintain adequate staffing to meet the increased demand on services and protect members who may have been exposed from spreading viruses to fellow members for which they share facilities or members' household family members.

PERFORMANCE MEASURES

Output Measures	Total
Number of firefighters hired	42

METRO BIKE PATROL E-BIKES

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$300,000.00
Managing Department:	Fresno Police Department
Purpose:	Alternative electric vehicles to be utilized by the Metro Bike Patrol Units to patrol Downtown, Chinatown, Tower District, Kings Canyon corridor, and El Dorado Park.
Project Status:	In Progress

DESCRIPTION

Officers assigned to the Metro Bike Patrol Unit will be responsible for responding to calls for service within the areas identified in the project. Energy efficient vehicles will provide officers the ability to respond more resourcefully all while conserving fuel and protecting the environment due to utilizing electric vehicles.

POLICE RADIO EQUIPMENT

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$386,200.00
Managing Department:	Police Department
Purpose:	Public Safety Radio Equipment

Project Status: In Progress

DESCRIPTION

This funding is used to equip police officers with the required safety equipment to perform their day-to-day duties. Crime Reduction is one of the Mayor's top five (5) priorities. As part of this priority, both the Chief and Mayor have set a goal of hiring 120 officers over the next 15 months. Hiring this many officers requires purchasing safety equipment in order to sufficiently and adequately perform their duties. Essential safety equipment includes police radios for interoperability, response times and officer safety. Radio equipment will be purchased as additional officers are hired.

POLICE SWORN STAFFING RETENTION

Recovery Plan Category: 6 – Revenue Replacement
Expenditure Category: 6.1 – Provision of Government Services
Funding Amount: \$14,608,200.00
Managing Department: Police Department
Purpose: Personnel costs for First Responder (public safety) personnel.
Project Status: Complete

DESCRIPTION

This funding allowed for the retention of Police Department personnel via negotiations per their labor contract and additional resources for sworn personnel costs. Funding was provided to meet the demands of additional sworn personnel needs during the COVID-19 pandemic. Essential services such as public safety experienced high levels of susceptibility due to a large volume of COVID-19 related calls for service. This required additional costs for personnel in order to maintain minimum daily staffing.

POLICE VEHICLES

Recovery Plan Category: 6 – Revenue Replacement
Expenditure Category: 6.1-Provision of Government Services
Funding Amount: \$5,637,000.00
Managing Department: Police Department
Purpose: For police vehicle acquisitions, to support increased staffing for police, to help mitigate the increased criminal activity.
Project Status: In Progress

DESCRIPTION

The funding enabled the department to acquire 63 new vehicles via leasing. The 63 new vehicles being acquired through leasing are: 33 patrol vehicles (utilized by patrol officers in the various districts); 15 undercover sedans (utilized by the special units); 2 undercover SUV's (utilized by the special units for surveillance and transporting large evidentiary items); 3 undercover pickups (utilized by the special units); 8 motorcycles (utilized by traffic officers to respond to traffic collisions and patrol the areas experiencing high rates of traffic collisions and DUIs); 1 cargo van

(utilized by the property & evidence and equipment and supply units to transport evidence) and 1 CSI van (utilized by the Crime Scene Bureau to transport camera equipment, crime scene markers and other equipment needed for crime scene processing). Majority of the vehicles have been received; however, due to supply shortage as a result of COVID-19 the process to acquire has been slow as the auto industry recovers.

REGIONAL TRAINING CENTER TRACK REPAIRS

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1-Provision of Government Services
Funding Amount:	\$395,000.00
Managing Department:	Police Department
Purpose:	Maintenance and repair at the Police Regional Training Facility
Project Status:	In Progress

DESCRIPTION

The Fresno Police Department Regional Training Center (RTC) was completed and opened 10 years ago. This includes the public safety vehicle training track, several shooting ranges, and classrooms. Due to deferred maintenance the training facility track is in need of resurfacing and repair. Additional maintenance will include landscape and equipment needed for the grounds at the RTC.

VIOLENCE INTERVENTION AND PREVENTION INITIATIVE

Recovery Plan Category:	1 – Public Health
Expenditure Category:	1.11 – Community Violence Interventions
Funding Amount:	\$950,000.00
Managing Department:	PARCS
Purpose:	Local Community Bases Organizations projects address Community Violence Prevention and Intervention efforts for youth and young adults through evidence-based activities and/or intervene in the cycle of violence.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

Under this project, the City of Fresno's Violence Intervention and Prevention Initiative will be funding evidence-based activities that: (1) expand the capacity of Violence Interventionists, especially those serving communities of color, (2) interrupt cycles of violence and retaliation to reduce the incidence of homicide, shootings and aggravated assaults, and, (3) invest in prevention efforts for youth and young adults that mitigate the impact of Adverse Childhood Experiences (ACES) and trauma. This is consistent with the Department of the Treasury final rule which identifies evidence-based community violence intervention practices like focused deterrence, street outreach, violence interrupters, and hospital-based violence intervention models, complete with wraparound services such as

behavioral therapy, trauma recovery, job training, education, housing and relocation services, and financial assistance; and capacity-building efforts at community violence intervention programs.

Boys and Girls Clubs of Fresno County – Phoenix Prevention Program (\$40,000) Boys and Girls Club of Fresno County is receiving a grant from the City totaling \$165,000, of which \$40,000 is funded by ARPA for the Phoenix Prevention Program for elementary through high school age youth which builds emotional intelligence and gang resistance skills by working with at-risk youth to interrupt cycles of violence.

Focus Forward– Pipeline to Opportunity (P2O) Program (\$50,000) will connect at least 20 justice-involved at-risk youth residing in the City of Fresno to higher education opportunities. The P2O Program offers a seamless pipeline from Juvenile Justice Systems to Higher Education by establishing a system whereby youth enroll in Fresno City College courses through the dual enrollment program at Alice Worsley while incarcerated and are then capable of earning high school and college credits concurrently. The P2O program then continues to bridge services when youth have exited the juvenile justice campus and provides regular college enrollment, educational counseling, barrier removal, and mentoring services to ensure retention and overall collegiate success.

Fresno Economic Opportunities Commission (EOC) - Advance Peace Program (\$375,000) will provide street level intervention services to a minimum of 60 youth to interrupt the cycle of retaliatory violence. The Advance Peace Program will also include a Junior Fellows program, which will reach approximately twenty-five (25) at-risk youth ages eight to eighteen (8-18) with violence prevention services. Junior Fellows will participate in an 18-month program designed to provide wrap-around support to disrupt the cycle of violence. Supports include intergenerational mentoring, career exploration, educational opportunities and identifying Junior Fellows goals/interests as part of creating an action plan/road map for their life.

HandsOn Central California/Fresno Street Saints - Educational Enrichment & Community Liaison Mentoring/Safe Passage Program (\$75,000) will provide educational enrichment programming for approximately 200 youth at Sunset Community Center, Bigby Villa Apartment Complex, MLK Square Apartment Complex and West Gate Garden Apartments as well as community liaison mentoring and safe passage services at six schools including: Gaston Middle School, Tehipite Middle School, Scandinavian Middle School, Fresno High School, Roosevelt High School and Edison High School. Approximately 60 middle school youth and 50 high school youth will receive services. This funding will increase the number of youth previously served by approximately 60%. This evidence-based intervention is a form of violence interruption.

Hope Now for Youth (\$130,000) - Workforce Development Interventions for At-Risk Young Men Program, will expand evidence-based workforce development and job placement to 40 additional young men with a history of gang involvement and/or incarceration. Funding will also be used to launch a social enterprise concession truck which will be used for job training. The social enterprise model will allow Hope Now's case managers to continue mentoring and training clients on their character and soft skills in a supervised environment. This evidence-based intervention is a form of violence interruption that provides wrap around services.

Live Again Fresno - Change in Course Program (\$100,000) is receiving a grant from the City for various programs totaling \$150,000. Of this award \$100,000 will come from ARPA to provide violence prevention services to approximately 800 individuals through the Resource Referral Program and outreach barbeques, as well as to provide after school & mentorship programming to an additional 125 youth. Services will focus on the neighborhood located in the 93728-zip code.

Resiliency Center - Trauma Informed Clinical Counseling and Training (\$50,000), is a licensed mental health clinic which offers trauma informed case management and clinical counseling services using an evidence-based approach. Funding will be used to ensure Community Based Organizations selected in this RFP have immediate and unhindered access to mental health care for their clients, trauma informed training for each organization and clinically supported self-care to include critical incident debriefings for partners exposed to a traumatic scene. This grant will enable the Resiliency Center to make over 1,000 hours of mental health services available to violence impacted individuals.

Trauma Research and Education Foundation of Fresno - Expanding Hospital Based Violence Intervention; Closing the Revolving Door of Violence Program (\$130,000), will expand hospital-based violence intervention at Community Regional Medical Center (CRMC) to serve an additional 45 patients ages 12-40 arriving at CRMC with injuries resulting

from violence, or individuals identified to be at-risk for violence. Patients will be referred to Violence Intervention Specialists who will devise a service plan to reduce risk factors for violence recidivism and work with patients to implement the plan. Funding will enable extended hours for Specialist's services and provide group therapeutic interventions led by a Licensed Clinical Social Worker for patients and their families impacted by violence. This program will further build capacity of Violence Intervention Specialists in Fresno.

PROMOTING EQUITABLE OUTCOMES

The target population to be served will be at-risk youth and young adults, adults, and families primarily from diverse neighborhoods which were disproportionately impacted by the pandemic. Program sites and target populations reside within neighborhoods with the highest crime rates and activities. Demographic data will be collected to ensure programming is reaching diverse populations. Programs will be provided orientation and technical assistance training to support their efforts and ensure racial equality and inclusion. All grant agreements with subrecipients include extensive nondiscrimination language.

USE OF EVIDENCE

The Violence Intervention & Prevention Initiative (VIPI) grantee program has taken the step of hiring an independent consultant, Dr. Juan Carlos Gonzalez of the Integral Community Solutions Institute to provide evaluation services. This initiative aims to assess the effectiveness of the various organizations that have received grants from VIPI in preventing and intervening in instances of violence. All funded projects address the public health impacts of the COVID-19 pandemic through violence intervention and prevention efforts. The goals and activities of the Violence Intervention and Prevention Initiative grant program were created based on the Federal requirements outlined in the Department of the Treasury's Coronavirus State and Local Fiscal Recovery Funds Final Rule. (1) expand the capacity of Violence Interventionists, especially those serving communities of color, (2) interrupt cycles of violence and retaliation to reduce the incidence of homicide, shootings and aggravated assaults, and, (3) invest in prevention efforts for youth and young adults that mitigate the impact of Adverse Childhood Experiences (ACES) and trauma. By employing an independent consultant, the program seeks to ensure an unbiased evaluation process that is grounded in scientific research and evidence. This comprehensive evaluation approach will help VIPI determine the effectiveness of its grantee program and guide future funding decision-making to address violence more effectively.

LOGIC MODEL DEVELOPMENT:

The consultant will create a logic model that outlines the program's overall goals, objectives, activities, outputs, and outcomes. This logic model will provide a comprehensive framework for understanding how the program is expected to work and achieve its intended impact. Additionally, the consultant will develop individual logic models for each of the grantees funded under the VIPI program. These logic models will specifically focus on the projects undertaken by each grantee and will outline the goals, objectives, activities, outputs, and outcomes for each project. By developing separate logic models for each grantee, the consultant will ensure a detailed understanding of how each project contributes to the overall success of the program.

Overall, the logic model development process will provide a structured and systematic approach to planning, implementing, and evaluating the VIPI program and its funded projects. It will serve as a valuable tool for stakeholders to visualize the program's theory of change, assess progress, and make informed decisions regarding resource allocation and program improvements.

EVALUATION INSTRUMENTS:

The process of evaluation instrument selection involves several steps:

Review & Orientation: Start by reviewing various documents such as grantee scope of work, target audience information, City of Fresno web-based data collection portal, and program documents. This helps in understanding the funded services, intervention/prevention efforts, and the overall context of the VIPI programs.

Evaluation Instruments: Based on the insights gained from the review, choose or develop appropriate evaluation instruments. These instruments should effectively measure program outputs (e.g., the services delivered) and outcomes (e.g., the impact of the program). Additionally, provide feedback on any necessary edits to the City of Fresno evaluation portal, which serves as the platform for data collection.

Present Instruments to City of Fresno: Arrange a meeting with the City of Fresno to discuss and present the selected evaluation instruments and the overall approach for evaluation. This step ensures that the city officials are aware of the instruments being used and can provide their input and approval.

Translate Evaluation Instrument(s) as Needed: If required, translate the evaluation instruments into Spanish. For other languages such as Hmong and Punjabi, the City of Fresno should arrange for translation services. This step ensures that the evaluation instruments are accessible to a broader range of participants who may have different language preferences.

By following these steps, the evaluation team can select appropriate instruments, align them with the program's objectives, involve relevant stakeholders, and make the evaluation process inclusive by providing translated versions in multiple languages.

This task will be finalized by conducting training sessions for grantee organizations to familiarize them with evaluation instruments, address any queries they may have, and establish a timeline for evaluation deadlines.

DATA COLLECTION ANALYSIS & REPORTING:

The process involves sending regular reminders and monitoring the collection of evaluation data from grantees on a quarterly basis. All communications should be copied to designated City staff managing VIPI grantees.

The evaluation report aims to analyze data using both quantitative and qualitative methods. It includes the following components:

- 1) Program Logic Model and Grantee Logic Models: The report provides a description of the program logic model, which outlines the overall structure and goals of the program. Additionally, it includes descriptions of each grantee's logic models, which detail their specific objectives and activities within the program.
- 2) Description of Grantees' Projects and Programs: The report provides an overview of each grantee's project and the programs they offer. It includes information about the types of services provided and the target audience. Furthermore, it outlines the total reach of each grantee's programs, indicating the number of individuals or communities impacted.
- 3) Evaluation of Actual Reach and Outputs: A comparison is made between the actual reach and outputs achieved by the grantees and the original scope of work. The report assesses whether the grantees were able to meet their intended goals and objectives. It also discusses any barriers encountered during the implementation of the programs.
- 4) Data on Outputs and Outcomes: The report presents data that highlights the program-wide outputs and outcomes, as well as the specific achievements for each grantee. This data may include quantitative metrics such as the number of individuals served, program completion rates, or changes in key indicators. It also incorporates qualitative insights through quotes and testimonials to provide a comprehensive understanding of the program's impact.
- 5) Recommendations for Future Intervention and Prevention Efforts: Based on the evaluation findings, the report offers recommendations for future intervention and prevention efforts. These suggestions may include strategies to improve program effectiveness, expand reach, address implementation barriers, or target specific areas for improvement.

- 6) **Communication Tools:** The report includes visual aids such as charts, tables, and photos to effectively communicate the program's impacts. These visual elements help to present key findings in a concise and accessible manner. Additionally, quotes and testimonials are incorporated to provide firsthand accounts of the program's outcomes and benefits.

Overall, the evaluation report provides a comprehensive analysis of the program, including its logic model, grantee activities, reach and outputs, barriers encountered, and recommendations for future efforts. The inclusion of data and visual aids enhances the report's ability to effectively communicate the program's impacts.

GOALS OF THE PROJECT

The goals of the Violence Intervention and Prevention Initiative are to reduce gang violence through prevention and intervention, to include the following: 1. Expand the capacity of Violence Interventionists, especially those serving communities of color. 2. Interrupt cycles of violence and retaliation to reduce the incidence of homicide, shootings, and aggravated assaults. 3. Invest in prevention efforts for youth and young adults that mitigate the impact of Adverse Childhood Experiences (ACES) and trauma. The VIPI grant program was created based on the Federal requirements outlined in the Department of the Treasury's Coronavirus State and Local Fiscal Recovery Funds Final Rule. All subrecipients funded under the initiative are using evidence-based methods which will be validated through an independent evaluator.

PERFORMANCE MEASURES

The following partner projects are in operation and have identified the following performance measures, goals and objectives.

Focus Forward	
Key Performance Indicators	Total
Number of workers enrolled in sectoral job training program	0
Number of workers completing sectoral job	0
Number of people participating in summer youth employment programs	0

Output Measures	Total
Number of enrollees for Dual Enrollments at Lice Worsely High School	92
Number of enrollments of in-custody youth at the Juvenile Justice Campus	92
Number of youths enrolled at Fresno City College	0
Number of courses completed by participants	0
Number of new partnerships with other post-secondary college	0

Outcome Measures:

- To date, 92 participants have enrolled in and/or completed postsecondary education.

The Focus Forward – Pipeline to Opportunity (P2O) program, which commenced on October 28, 2022, is dedicated to connecting justice-involved youth in the City of Fresno with higher education opportunities. The program's goal is to establish a seamless pipeline from the Juvenile Justice Systems to Higher Education, providing incarcerated youth with access to Fresno City College courses through the dual enrollment program at Alice Worsley. This enables them to earn high school and college credits concurrently. Upon release from the juvenile justice campus, the P2O

program continues to provide crucial services, including college enrollment support, educational counseling, barrier removal assistance, and mentoring, all aimed at ensuring retention and overall collegiate success.

Key Accomplishments:

Identification and Matriculation of Program Participants:

During the reporting period, the P2O program successfully identified justice-involved youth who were eligible to participate in the initiative. These participants were enrolled in the dual enrollment program at Alice Worsley while incarcerated, laying the foundation for their higher education journey.

Collaboration between Program Staff and School Staff:

To ensure a comprehensive approach to supporting the dual-enrolled students, program staff and school staff collaborated closely. Their joint efforts aimed to assess barriers that might hinder the participants' educational progress and success.

Assignment of P2O Academic Mentor for Case Management:

Recognizing the need for personalized support, the program assigned a P2O Academic Mentor to each participant for effective case management. These mentors played a crucial role in guiding the youth through their educational journey, providing encouragement, and helping them overcome obstacles.

Educational Goal Setting:

The P2O program actively engaged with the participating students to identify their educational goals. By involving the youth in this process, the program sought to empower them and create a sense of ownership over their academic aspirations.

As of June 30, 2023, the Focus Forward – Pipeline to Opportunity (P2O) program has made significant progress in bridging the gap between justice-involved youth and higher education opportunities. By offering dual enrollment options while incarcerated, followed by continued support upon release, the program is laying a strong foundation for the participants' academic success and overall development. With the collaboration of dedicated program staff and school partners, the P2O program is committed to addressing barriers and providing comprehensive services to ensure the retention and success of these students in their higher education pursuits. The continued engagement of P2O Academic Mentors and the emphasis on goal setting will further empower the youth, equipping them with the tools they need to shape a promising future beyond the juvenile justice system. As the program progresses, it is expected to create a positive and transformative impact on the lives of the youth and contribute to a more equitable and educated community in Fresno.

- To date, a total of 7,360 hours of services have been provided to program participants.

Hands On Central California/Fresno Street Saints

Key Performance Indicators	Total
Number of workers enrolled in sectoral job training program	0
Number of workers completing sectoral job	0
Number of people participating in summer youth employment programs	0

Output Measures	Total
Number of participants enrolled	167
Number of referrals made	0
Number of families participating	0
Number of participants supported	167
Number of hours of support by unique participant	14,357

Hands On Central California/Fresno Street Saints launched its program on November 14, 2022, with a focus on Educational Enrichment and Safe Passage services for underserved youth in high-crime apartment complexes and schools in southwest, central, and southeast Fresno. The program aims to provide educational support and community mentorship to improve the lives of vulnerable children in the area.

Key Accomplishments:

Educational Enrichment: The program successfully implemented educational enrichment activities for the youth at the targeted apartment complexes. These activities included tutoring, homework assistance, and engaging workshops designed to enhance their learning experience outside of school hours.

Safe Passage Program: The Safe Passage services provided by the program have been instrumental in ensuring the safety of students while commuting to and from school. Community liaisons acted as mentors and guides, helping children navigate potentially dangerous areas and making their journey more secure.

Outreach and Engagement: The program staff actively engaged with the surrounding neighborhoods to recruit participants. Various outreach methods, such as door-to-door flyer distribution and informational booths at events, were used to inform parents and community members about the resources and opportunities available through the program.

Parent Gathering Events: Coordinating parent gathering events allowed the program to establish meaningful connections with parents and caregivers, gaining their interest and support for the services being offered. This involvement of parents fosters a stronger community and ensures better participation in the program.

Celebration of Holidays: The program created a positive and inclusive environment by celebrating various holidays during the afterschool program. This not only brought joy to the participating children but also encouraged a sense of cultural awareness and understanding among the diverse group of students.

As of June 30, 2023, Hands On Central California/Fresno Street Saints has made significant strides in fulfilling its mission of providing educational enrichment and safe passage services to underserved youth in Fresno. The positive outcomes achieved thus far demonstrate the program's potential for creating a lasting impact on the lives of the children and the community they belong to.

Resiliency Center

Key Performance Indicators	Total
Number of workers enrolled in sectoral job training program	0
Number of workers completing sectoral job	0
Number of people participating in summer youth employment programs	0

Output Measures	Total
Number of unique participants trained	244
Number of unique participants receiving debriefing	0
Number of individuals referred	0
Number of individuals receiving services	0
Number of hours of services by unique individual	22.5

Outcome Measures:

During the reporting period, the Resiliency Center project made significant strides in its mission to provide support and resilience-building services to various individuals and organizations. The project successfully engaged a total of 244 unique participants, which included VIPI grantees, local community-based organizations, attendees of the Trauma Symposium and Teen Conference, as well as youth and hospital staff.

One of the key achievements of the Resiliency Center project was the delivery of a comprehensive training program. A diverse range of participants took part in the training, reflecting the project's commitment to inclusivity and community engagement. The participants came from different backgrounds and sectors, showcasing the project's wide-reaching impact. The training sessions focused on building resilience, enhancing coping mechanisms, and promoting emotional well-being in the face of adversity.

Over the reporting period, the Resiliency Center project delivered a total of 22.5 hours of valuable services to these unique individuals. The services provided encompassed a variety of activities, such as workshops, group therapy sessions, counseling, and educational resources. These services were tailored to address the specific needs and challenges faced by each participant, ensuring personalized support and guidance.

By offering a comprehensive array of services and reaching a large number of participants, the Resiliency Center project has made a tangible difference in promoting resilience and well-being within the community. The project's efforts have empowered individuals to better navigate and cope with trauma, stress, and adverse life circumstances. The training and services provided have equipped participants with the necessary tools and strategies to build their resilience and foster healthier coping mechanisms.

The Resiliency Center project's commitment to collaboration and inclusivity has contributed to its success. By partnering with VIPI grantees, local community-based organizations, and various stakeholders, the project has been able to leverage expertise and resources to deliver high-quality services to a wide range of individuals. The Trauma Symposium and Teen Conference were particularly valuable platforms for sharing knowledge, raising awareness, and fostering a supportive network for young individuals and professionals alike.

Moving forward, the Resiliency Center project aims to continue expanding its reach and impact. The project recognizes the ongoing need for resilience-building support and will work towards enhancing its services, developing new partnerships, and engaging with more diverse communities. By doing so, the Resiliency Center project seeks to empower individuals and organizations, ultimately contributing to a more resilient and healthier society as a whole.

Program Progress

Resiliency Center Trauma-Informed Clinical Counseling and Training is a licensed mental health clinic providing VIPI Community Based Organizations grantees immediate and unhindered access to mental health care for their clients violence-impacted individuals, trauma-informed staff training, and clinically supported self-care to include critical incident debriefings for partners exposed to a traumatic scene. The Resiliency Center Trauma-Informed Clinical Counseling and Training program has made remarkable progress in providing essential mental health care and support services to violence-impacted individuals in the community. Operating as a licensed mental health clinic, the program has been instrumental in offering immediate and unhindered access to mental health care for clients who have experienced violence-related trauma.

Key Accomplishments:

VIPI Community Based Organizations (CBOs) Partnership: Since its inception on November 21, 2022, the Resiliency Center program has established valuable partnerships with VIPI CBOs. These collaborations have facilitated the provision of trauma-informed care trainings to various organizations, enhancing their ability to provide effective support to violence-impacted individuals.

Trauma-Informed Staff Training: The Resiliency Center program has played a crucial role in providing trauma-informed staff training to multiple entities, including VIPI grantees, local community-based organizations, youth, hospital staff, and participants from the Trauma Symposium and Teen Conference. This training has contributed to a broader understanding of trauma and its impact, fostering a more compassionate and supportive environment.

Clinically Supported Self-Care: The program has emphasized the importance of self-care for both individuals working with violence-impacted clients and partners exposed to traumatic scenes. Clinically supported self-care, including critical incident debriefings, has been incorporated to address the emotional well-being of those involved in providing care and support.

Project Staff Hiring and Plan Development: The Resiliency Center program has successfully recruited a team of dedicated project staff, ensuring a strong foundation for the program's operations. Additionally, the development of an identification and enrollment plan has allowed the program to efficiently reach out to individuals who may benefit from its services.

K-12 School Partnerships: The program has identified K-12 schools in southwest Fresno as potential partners. By establishing partnerships with these educational institutions, the Resiliency Center aims to extend its services to a vulnerable population of young individuals affected by violence and trauma.

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Trauma Research

Key Performance Indicators	Total
Number of workers enrolled in sectoral job training program	0
Number of workers completing sectoral job	0
Number of people participating in summer youth employment programs	0

Output Measures	Total
Number of referrals to outside services	2
Number of needs addressed	2
Number of engagements with VIS	3
Number of support group sessions attended	0
Number of assessments completed	3
Number of tools in toolkit	0

Outcome Measures:

Over the course of the reporting period, the Trauma Research and Education Foundation of Fresno, under its Hospital-Based Violence Intervention program known as "Closing the Revolving Door of Violence," has made

significant strides in combatting violence and breaking the vicious cycle that perpetuates it. This narrative outlines the outcome measures achieved during this period.

Referrals to Outside Services:

The program achieved an important milestone by making two crucial referrals to outside services. These referrals played a pivotal role in connecting participants with the resources they needed to address their anger management and higher education needs. By collaborating with community partners, the Trauma Research and Education Foundation of Fresno ensured that participants received comprehensive support beyond the program's immediate scope, enhancing their chances of a successful transformation.

Addressing Areas of Needs:

Through a targeted and empathetic approach, the program successfully addressed two areas of needs experienced by the participants. Understanding that each individual's journey is unique, the program focused on tailoring interventions to suit specific needs, ensuring a more effective and lasting impact. By addressing these areas of concern, the Trauma Research and Education Foundation of Fresno fostered a sense of empowerment and hope among the participants, encouraging them to envision a future free from violence.

Participant Engagements with Violence Intervention Specialist:

One of the cornerstones of the program's success was the three participant engagements with the Violence Intervention Specialist. These engagements played a vital role in building trust, offering a safe space for participants to express their emotions, and encouraging open dialogue. By forging a strong bond between the participants and the specialist, the program created a conducive environment for healing and personal growth. These interactions also facilitated the identification of individual challenges and allowed for tailored intervention strategies.

Assessments Completed:

During the reporting period, the program conducted three comprehensive assessments of the participants. These assessments provided valuable insights into the participants' backgrounds, trauma experiences, and barriers to progress. Armed with this knowledge, the program's team was better equipped to design personalized intervention plans that catered to each individual's unique circumstances. Moreover, these assessments also served as essential benchmarks to measure the program's overall effectiveness and ensure continuous improvement.

Hope Now for Youth

Key Performance Indicators	Total
Number of workers enrolled in sectoral job training programs	0
Number of workers completing sectoral job training programs	0
Number of people participating in summer youth employment programs	0

Output Measures	Total
Number of mobile vendors enrolled in the program	13
Number of graduated from the 4 week Workforce Development program	0
Number of people that received workforce experience	13
Number of hours of workforce programming provided	121
Number of participants placed in jobs	0
Current recidivism rate	0
Participants by Race (Start of grant to June 30, 2023)	

Hispanic/Latino	African America	Asian/Pacific Islander	East Indian	Caucasian	Other/Decline to State
7	5	0	0	1	0
Participants by Gender (Start of grant to June 30, 2023)					
Male		Female		Declined to State	
13		0		0	

Outcome Measures:

The Hope Now for Youth program commenced May 8, 2023. Programs include the expansion of Workforce Development Interventions for at-risk young men with a history of gang involvement and/or incarceration. A second program includes the launching of a social enterprise concession truck which will be used for job training. The social enterprise model will allow Hope Now For Youth case managers to continue mentoring and training clients on their character and soft skills development in a supervised environment.

During this reporting period, program staff were hired and trained in cooking, customer service, carpet cleaning and management. The social enterprise program also provided catering to a couple of community events including the 2023 Spark Tank, Fresno Pacific University Center for Community Transformation for a Cambodian new year festival and Art Hop.

- 1 participant identified as a veteran
- 9 participants identified as Justice Involved/Prior Incarcerated

Fresno Economic Opportunities Commission – Advance Peace

Key Performance Indicators	Total
Number of workers enrolled in sectoral job training programs	0
Number of workers completing sectoral job training programs	0
Number of people participating in summer youth employment programs	0

Output Measures	Total
Number of events	17
Number of people reached	163
Number of conflicts mitigated	0
Number of unique participant referrals	0
Number of completed LifeMaps	16

Outcome Measures:

Fresno Economic Opportunities Commission (EOC) – Advance Peace Program commenced on February 21, 2023. The agency provides street-level outreach services to youth to interrupt the cycle of retaliatory violence and a Junior Fellows program for at-risk youth with violence prevention services at high schools and surrounding communities. Junior Fellows participate in an 18-month program designed to provide wrap-around support including intergenerational mentoring, career exploration, educational opportunities, and identifying Junior Fellows' goals/interests to create an action plan/road map for their life. During this reporting period crisis intervention staff were hired, the youth program implementation phase began development and staff identified resources. Staff met

with High School Administrators to identify high-risk students in need of services and students on a borderline to becoming at-risk. Of the 14 students identified, 7 are male, 6 are female and one did not identify.

Boys and Girls Club of Fresno County

Key Performance Indicators	Total
Number of workers enrolled in sectoral job training programs	22
Number of workers completing sectoral job training programs	0
Number of people participating in summer youth employment programs	0

Output Measures	Total
Number of participants	837
Number of survey's completed (NYOI)	0
Number of parents attending the program	0

Participants by Race (Start of grant to June 30, 2023)					
Hispanic/Latino	African America	Asian/Pacific Islander	East Indian	Caucasian	Other/Decline to State
382	209	22	23	39	162
Participants by Gender (Start of grant to June 30, 2023)					
Male		Female		Declined to State	
446		391		0	

Outcome Measures:

The Boys and Girls Clubs of Fresno County programs began December 12, 2022. Four programs designed for at-risk youth include the Phoenix Program for elementary through high school age youth which builds emotional intelligence and gang resistance skills; the Keystone Club which is a small group leadership program for youth ages 14-18; the Junior Staff internship program which provides workforce development and paid internships for youth; and Triple Play which includes sports activities that build a sense of belonging among at-risk youth. During the reporting period programs experienced the following:

Phoenix program launched in February 2023 with a fast start and each program sight receiving high enrollment numbers. Program sessions include topics such as "What's Important to you", reproductive health, prevention of drug and tobacco use, and Fresno Police Department staff participating in multiple games and activities. Participants also participated in the Boys & Girls Club conference "Central Valley Teen Conference" with over 200 participants and 20 community organizations in attendance.

- 72 participants enrolled in Phoenix Program

The Keystone Leadership program has teens participating in many community service events and funds program staff plan enrichment activities and events. Events include volunteering at a local grocery store, serving meals at a local shelter, attending local city council meetings, assisting in local holiday events, and volunteering at the club snack bars to raise money for field trips. The 2023 Boys & Girls Club Youth of the Year competition also took place during this period with eight youth from the program competing.

- 118 participants are enrolled in the Keystone Club

The Junior Staff Internship program, also known as Youth Worker Program, began in February 2023. Youth participants are required to complete resumes, cover letters and participate in formal interviews conducted by program staff and local business partners. Those selected have the opportunity to work one three-week internship per month at each club site from February 2023 through October 2023. Interns at each site are expected to conduct

themselves in a professional manner with tasks such as setting up activities for younger members, help with homework, serving lunch, and light janitorial duties. In exchange for their work, interns receive a monetary stipend.

- 22 participants are enrolled in Junior Staff Internship

The Triple Play program incorporates team-building activities, tournaments, in-house sports leagues, outdoor games, and much more with the end goal of improving members' social skills and competitive spirit.

- 625 participants are enrolled in the Triple Play program
-