



Recovery Plan

State and Local Fiscal Recovery Funds

2024 Report

City of Fresno
2024 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 represent the framework for various projects that the City will implement through the end of 2026 as a response to COVID-19 and its effect on the City as a whole. However, there may be changes to this framework as priority needs are determined further. If the initiatives or the projects within those initiatives change, this Recovery Plan Performance Report will be updated to reflect the most up to date information. The initiatives and projects associated with them will be detailed in the Uses of Fund section of this report.

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

USES OF FUNDS

The City of Fresno was awarded \$170,388,029 in SLFRF funds. In order 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	Public Safety
<ul style="list-style-type: none"> • ACC - Building Upgrades • 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 • EOC - LGBTQ+ Resource Center • EPU - Early Intervention program • FAHF - Eviction Protection Program • FAHF - Facade improvements • FAHF - Small Business Assistance • FMBCC - Small Business Support • FMM - Healthy food and Community Hub • HOPE - Small Business Assistance • MMC - Critical Emergency Domestic Violence Services • NI - Workforce Training • FPNW - Program Expansion • SJVMA - Workforce Training • SWFDC - Homeownership Assistance • UHC - Facility Construction • VDC - Building Upgrades 	<ul style="list-style-type: none"> • City of Fresno Employee Testing <p>Continuity of City Services</p> <ul style="list-style-type: none"> • Administrative expenses • City Employee Retention/Essential Worker Pay • Water Tower Improvements • MSC Electrical Overhaul • Tablets for Inspectors <p>Investments in Neighborhoods</p> <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 • Real Estate Purchases for Parks • Traffic Calming Program • Litter Abatement & Pressure Washing - Chinatown • Renzi Art Restoration & Preservation 	<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 • Brand Haven Water Tank • Bank Building - Office Space • Valley Teen Ranch - At Risk Youth Housing • SWFDC - Homeownership Assistance • Tenant Relocation Benefits - Rental Housing Support • Voucher Incentive Program - Rental Housing Support 	<ul style="list-style-type: none"> • 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 Radio Equipment • Fire Staff Personal Protective Equipment • Ballistic Vests & Helmets for Fire Rigs • Metro Bike Patrol E-Bikes • Police Explosives Ordinance Disposal Unit Equipment • Police Radio Equipment • Police Vehicles • Regional Training Center Track Repairs • Violence Intervention and Prevention Initiative • Skywatch - Police Helicopter

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 for positive 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 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. Recently, the City added an LGBTQ+ liaison to serve this population within our community. 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 with 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 with your specific preferences for City investment of APRA 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 within 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 promote both 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 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 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 No. 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 workforce 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 validated 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 (\$)
1	Expenditure Category: Public Health	
	COVID-19 Mitigation & Prevention	
1.2	COVID-19 Testing	\$743,809.24
1.6	Medical Expenses (including Alternative Care Facilities)	\$5,000,000.00
1.8	COVID-19 Assistance to Small Businesses	\$354,139.61
	Community Violence Interventions	
1.11	Community Violence Interventions	\$324,122.91
2	Expenditure Category: Negative Economic Impacts	

Category		Cumulative expenditures to date (\$)
Assistance to Households		
2.2	Household Assistance: Rent, Mortgage, and Utility Aid	\$537,822.06
2.10	Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employments, employment supports or incentives)	\$1,577,068.90
2.11	Healthy Childhood Environments: Childcare	\$852,999.65
2.15	Long-Term Housing Security: Affordable Housing	\$6,669,897.08
2.16	Long-Term Housing Security: Services for Unhoused Persons	\$12,100,038.63
2.17	Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities	\$798,842.08
2.18	Housing Support: Other Housing Assistance	\$2,041,250.00
2.22	Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	\$6,000,999.09
2.23	Strong Healthy Communities: Demolition and Rehabilitation of Properties	\$331,227.90
Assistance to Small Business		
2.29	Loans or Grants to Mitigate Financial Hardship	\$1,500,000.00
2.30	Technical Assistance, Counseling, or Business Planning	\$500,000.00
2.31	Rehabilitation of Commercial Properties or Other Improvements	\$1,054,705.09
2.32	Business Incubators and Start-Up or Expansion Assistance	\$817,935.65
2.33	Enhanced Support to Microbusinesses	\$796,385.35
Assistance to Non-Profits		
2.34	Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)	\$2,627,467.74
3	Expenditure Category: Public Health-Negative Economic Impact: Public Sector Capacity	
General Provisions		
3.3	Public Sector Workforce: Other	\$4,004,512.30
6	Expenditure Category: Revenue Replacement	
6.1	Provision of Government Services	\$43,813,683.53
7	Expenditure Category: Administrative	
7.1	Administrative Expenses	\$134,480.23

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

GARO AND ALICE GUREGHIAN ARMENIAN CULTURAL CENTER

BUILDING REPAIRS AND UPGRADES

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations
Funding Amount:	\$150,000.00
Managing Department:	Finance
Purpose:	The funds will help pay for much needed renovations to the building allowing for continued community events to be held.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://armenianamericanmuseum.org/
Project Status:	In Progress

DESCRIPTION

Due to the economic impact from COVID-19, the Armenian Cultural Center has been unable to make much needed updates and renovations to facilities located on their campus, which impacts their ability to host public events.

PROMOTING EQUITABLE OUTCOMES

The Armenian Cultural Center is available to all members of the public.

GOALS OF THE PROJECT

The goals and objectives for this project are to provide opportunities for various organizations to host additional community events at the location and expand resources offered to the community. For example, various organizations host Thanksgiving Luncheons, Christmas Luncheons, a New Years Eve Gala, and many more events centered around serving the community at this site. Additionally, youth organizations have weekly meetings and activities at the facility where advisors prepare lunch for the youth and even dinner if activities expand into the evening hours. In order to ensure a high level of safety for all activities and events held at the site, an alarm and camera system was installed for security purposes. Finally, the Armenian Cultural Foundation was able to provide much-needed upgrades to the building without placing a burden of debt on the youth who will one day be the leaders of our Community.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of small businesses served	7

Output Measures	Total
Number of people visiting and using the facility weekly	40-50

Number of community meetings and programs taking place at the facility weekly	2-3
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Outcome Measures:

Since receiving the Grant Funding, we have been able to upgrade the kitchen, HVAC Units, electrical wiring, and walk-in refrigerator. We were also able to upgrade our staging, seating, and tables.

Significant Accomplishments Include:

- Upgraded all electrical wiring
- Upgraded all kitchen major appliances and walk-in refrigerator
- Conducted major roof repairs
- Upgraded 2 new HVAC units and new swamp cooler for the building
- Purchased all new tables and chairs for the social hall events
- Upgraded a damaged water heater

ARTE AMÉRICAS

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:	Funding 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

The Arte Américas facility is 112 years old and in much need of structural evaluation and attention. ARPA capital will enable implementation of upgrades, maintenance, and construction resulting 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 Américas to provide an enhanced safe 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 Arte Américas serves 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 an enhanced 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, increased monthly operating expenses, extreme vandalism, and unanticipated expenses.

PERFORMANCE MEASURES

Output Measures	Total
Total number of people visiting and using the facility from 2023 to date	13,421
Total number of community meetings and programs held at the facility from 2023 to date	90
Increased marketing and outreach efforts (social media, surveys, and questionnaires). How many marketing materials were created/sent?	15,590
Collection of impact testimonials from facility visitors. How many testimonials were collected?	131

Outcome Measures:

- 260.4 % increase in the number of visitors to the facility from the previous year
- 70 of community meetings or programs that took place
- Social media tracking increased by 75% and social media visits increased by 88.4% on Facebook and 35.5% on Instagram
- 1,714 % of impact testimonials by visitors increased to the facility during this period.

Our project's main objective has been to undertake a series of capital improvements that will greatly enhance our building and surrounding grounds. This is not just about physical renovation, but about creating a vibrant hub for cultural arts programming that will be accessible to all community residents.




By investing in these capital improvements, we aim to create an environment that is not only safe for our visitors and staff, but also more conducive to hosting a variety of programs. This includes collaborations with neighboring Community-Based Organizations (CBOs), thereby fostering a sense of unity and shared purpose.

Our building, along with the surrounding grounds, which are part of Arte Américas, hold immense potential. We envision them as welcoming spaces that can serve a diverse range of community members, from children participating in after-school programs to seniors enjoying daytime activities.

Moreover, we believe that these improvements play a crucial role in the economic revival of downtown Fresno. By attracting more visitors and hosting more events, we can stimulate local businesses and contribute to the city's economic growth.

The data from the past year strongly supports our vision. Our efforts have already started to bear fruit, with a significant increase in community events, workshops, and feedback. Our reach has expanded beyond the immediate community to encompass the entire Central Valley.

This project is not just about renovating a building, but creating a thriving community space that promotes cultural arts, ensures safety, fosters collaborations, and contributes to the economic vitality of Fresno. We are excited about the journey ahead and are committed to making this vision a reality.

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	Safe 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 and identifying additional resources through grant applications, soliciting donations, and exploring other fundraising opportunities 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	<p>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.</p> <p>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.</p> <p>Monitor and evaluate: Continuously assess the impact of the capital improvements and cultural arts programming on community residents and</p>	Greater community engagement and participation.	<p>Enhanced community pride and cultural enrichment.</p> <p>Contribution to the economic revitalization of Downtown Fresno and improved quality of life for community members.</p>

	downtown Fresno's economic revival. Make necessary adjustments based on feedback and outcomes.		
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Significant Accomplishments:

From the start of the program through June 30, 2024, we have made significant strides in various areas of our operations. Here are the key accomplishments:

Staff Expansion: Arte Américas welcomed 8 new hires to our team, strengthening our workforce and enhancing our capabilities.

Exhibits: We successfully launched four exhibits, providing enriching experiences for our visitors and community.

Infrastructure Improvements: We undertook comprehensive mapping and repair of all electrical systems on our grounds. We also conducted hazardous materials inspections to ensure safety.

Facility Mapping: We completed 3D mapping of our facilities and grounds, which will aid in future planning and development.

Security Enhancements: We enhanced the security of our building with the installation of iron cages, rekeying of facilities, securing trash enclosures, and video surveillance installation. We also improved outdoor lighting for better visibility and safety.

Building Maintenance: We carried out extensive maintenance work, including resealing our roof and repairing all damaged areas leading to indoor water leaks.

Workplace Improvements: We installed new workstations and phones for employees and improved our Wi-Fi and internet infrastructure.

HVAC Installation: We installed new HVAC systems to provide air conditioning to all indoor spaces, enhancing comfort for our staff and visitors.

Plumbing Repairs: We repaired all faulty plumbing on all three levels of our building, ensuring smooth operations.

Fire Safety: We carried out fire sprinkler repairs and installed a fire monitoring system to enhance fire safety.

Solar Panel Activation: In our ongoing commitment to sustainability, we've successfully installed a 62-panel solar system. Following the city's approval, these panels are now activated, marking a significant stride in reducing our carbon footprint.

Energy Efficiency: We made repairs to entrances and glass to enhance energy efficiency, aligning with our commitment to sustainability. Through PG&E's Simplified Savings program, a significant portion of our outdated and energy-inefficient lighting and fixtures were upgraded. The old equipment was replaced with energy-efficient alternatives, leading to improved energy conservation.

These accomplishments reflect our dedication to continuous improvement and our commitment to providing a safe, comfortable, and enriching environment for our staff and visitors. We look forward to building on these achievements in the coming months.

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 served 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 was followed by food distribution events that enabled food insecure families within the city to obtain these farmers’ produce. This was a one-year project, that pushed these BIMPOC farmers and small business owners towards recovery from the COVID-19 pandemic in the forms of newly acquired success and sustainability.

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 administering the program are culturally competent and provided a sensitive approach with technical assistance and 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?	190

Output Measures			Total
Number of farmers applied			176
Dollar amount of crops purchased			\$400,000.00
Number of bags of food served to families in need			10,185
Number of crops throughout the program			127
Types of Technical Assistance (by services)			
Grants/Loans Rec'd	Consultation	Applications for Services	Other
48	900	N/A	N/A

Outcome Measures:

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

- To date, project staff have targeted 550 small businesses and BIMPOC farmers within the city of Fresno.

Outcome: Purchase culturally diverse specialty crops from BIMPOC farmers

- To date, all crops have been purchased from BIMPOC farmers and are/were culturally diverse.

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

- To date, \$400,000.00 has been given back to BIMPOC farmers.

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

- This past performance period, project staff have helped 29 farmers obtain funding, totaling \$170,000.00, from the California Department of Food and Agriculture: California Underserved and Small Producers Program and 21 farmers obtain funding, totaling \$800,000.00 from Lendistry's Drought and Flood Relief Program.

Other outcomes/results: limited case management

- ABIRC project staff have been able to follow up with all farmers and small business owners who have come through this program, asking questions about and finding ways to address their needs and concerns.

Significant Accomplishments:

- Distributed over 10,000 produce boxes to residents within the city of Fresno
- 80 Distributed over 150,000lbs of produce to residents within the city of Fresno
- Provided produce boxes to over 3,000 individuals in the community of Fresno
- Helped 120 BIMPOC farmers expand and sustain their farming businesses
- Provided produce to five districts within the city of Fresno
- Established and maintained partnerships/relationships with 16 organizations such as The Fresno Center, A Hopeful Encounter, Inc., and Lao Veterans of America. Inc.
- Helped BIMPOC farmers apply for state programs such as California Underserved Producers Program (\$170,000) and Lendistry's Drought and Flood Relief Program (\$800,000.00)
- We have been to build stronger rapport with residents, BIMPOC farmers, and other small businesses within the city of Fresno.
- We have been able to introduce culturally relevant produce to many individuals within the city of Fresno (e.g., Asian specialty crops to non-Asian residents and Latinx specialty crops to non-Latinx residents).

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:	\$102,936.00
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 connected local businesses in Fresno with the knowledge and tools they need to succeed in the digital economy. This was achieved via the establishment of a Digital Empowerment Center which performed multi-modal outreach to local micro and small businesses. Business owners were consulted and educated on internet access and services, made aware of tooling and technical optimizations, provided workshops around digital literacy etc. helped support their individual business needs.

PROMOTING EQUITABLE OUTCOMES

The population served was micro and small businesses negatively impacted by COVID-19 with an emphasis on owners from minority populations. Translation services were provided as needed for 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

Unfortunately, due to the collapse of Bitwise Industries, the program was only able to accomplish the following goals before program funding was suspended and reallocated.

Key Performance Indicators	Total
Number of small businesses served	196

Output Measures	Total
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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
- Wrap around 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:	\$159,800.00
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:	Complete

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 (B&GC) 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 was utilized for after-school education and recreation programs at the Zimmerman, East Fresno, West Fresno, and Pinedale Boys & Girls Clubs. The following programs reinforced 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 provided 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?	3,862

Output Measures	Total
How many youths have participated in Power Hour?	2,979
How many youths have participated in Career Launch?	204
How many youths have participated in Triple Play?	3,694
How many youths have participated in Junior Staff?	60

Outcome Measures

Of the youth enrolled 90% has participated in one or more program

- 77% participated in educational services including Power Hour & Summer Reading
- 72% engaged in programming addressing ethics, assist in positive decision making, problem solving, critical thinking and conflict resolution
- 15% 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 nutritional education

Significant Accomplishments:

Sixty teens who participated in the Career Launch Program received a paid internship as a Youth Worker. Teens learned through the Career Launch program how to develop a resume, practice interview skills, research job interest through assessments, and proper techniques in filling out a job application. After completing the Career Launch program, they were able to apply for a Youth Worker Position by going through an interview which was conducted by volunteers from the community and club organization staff. As Youth Workers – Teens assisted staff in member check in, helped younger members with homework and educational games, and became peer leaders in a variety of programs areas such as art and crafts, STEM, and social and physical educational activities.

The Power Hour – Educational Program partnered with the Fresno Grizzlies Wild About Reading Program. Members who set a goal and accomplished reading (10) books in the Spring and Summer of 2023 received two free tickets to a Fresno Grizzlies Game. Members in Power Hour also were able to earn power bucks / points throughout this program grant and turn their rewards into the club stores for prizes and incentives. These included school supplies, educational games, and other rewards

The Triple Play Recreational program included members participating in Healthy Habits / Lifestyles cooking lessons. They assisted in making healthy meals and treats. Program Staff also created and hosted a “Top Chef” competition at each club. Members made special meals and hosted volunteer judges from the community to come in and score their masterpieces.

Success Stories: A couple of success stories we would like to share include:

The Zimmerman Club

A longtime member of the Club came one day talking about a bicycle that he had wanted to purchase. This boy had been a member since he was 6 years old and came regularly with his siblings. He began talking about items he had that he could possibly sell or trade to get this bike. After talking to him more about it, staff could see it was more than a bike to him. He is the oldest brother, and his siblings depend on him to chaperone them to and from the club, as well as school, practices and games. He needed the bike more than he wanted it. Staff let him know he could get a Junior Staff intern position and that he could earn enough money to buy the bike. His face lit up and the next day he brought all his paperwork back to start his new job. His mom was very proud. Three weeks later he was riding the bike to the Club.

From the East Fresno Club

A member who was personally struggling came to the staff at East and expressed their need to find a job and asked staff for help to obtain a work permit. She explained that she oversaw younger siblings, and she needed money to buy clothes for the upcoming school year. Staff quickly ushered her into the Junior Staff program to compete for a Junior Staff Scholarship. The Club member became a very good youth worker and went above and beyond in completing her tasks. She showed up early and stayed until her task was complete. She was incredibly thankful for the opportunity and had a lot of tears to prove it. This program provided resources and an opportunity to help her buy new shoes. With the help of staff, she went on an Amazon site to purchase shoes for her two siblings and herself. She bought backpacks and an outfit for all of them. This was a very proud moment for her and for us. She used her money responsibly even though that responsibility should not have been hers.

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:	Complete

DESCRIPTION

This project focused 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 provided a variety of support to human trafficking victims and their children while they stabilized their lives. Funding was used to secure new BTC staffing in this initial year until BTC was prepared to fundraise and pursue other grants to sustain these positions.

Breaking the Chains provided interim housing and support services at hotels for households while transitioning to more stable housing opportunities. The City has provided temporary hotel stays with on-site supportive services to households while transitioning to more stable housing opportunities.

PROMOTING EQUITABLE OUTCOMES

This project served 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 provided housing and other supportive services to individuals and families experiencing the risk of homelessness. This program used evidence-based practices to ensure these interventions were 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 were implemented as a part of this program. Successes were measured by the below key performance indicators.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many adults have been served?	853
How many children have been served?	260

Output Measures	Total
Total number of nights provided for emergency overnight shelter	525
Total number of individuals placed in temporary housing	8
Total number of individuals placed in long term housing	0
Number of individuals provided with housing financial assistance	15
Number of individuals provided with financial assistance for food:	169
Number of individuals provided with financial assistance for transportation:	59
Number of individuals provided with financial assistance for childcare:	0

Outcome Measures:

- Of the clients serviced since the start of the program, we have increased the number of homeless sheltered by 21%
- Of the clients serviced since the start of the program, we have increased the number of homeless able to access services by 63%

Significant Accomplishments:

- This grant helped us provide more shelter services; in total we were able to help 1,113 individuals
- We placed families into temporary shelter and were able to transition them into long term housing this month
- We were able to feed 169 people

CENTRO LA FAMILIA

DEBT 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) will 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 Progress

DESCRIPTION

Through Centro La Familia, 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.

PROMOTING EQUITABLE OUTCOMES

This project targets 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 wrap-around 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?	166

Output Measures	Total
Number of clients provided with a financial assessment	166
Number of clients provided with mortgage, credit card, car payments or medical costs assistance	97
Number of clients provided with wraparound services, linkages, and case management services	91

Outcome Measures:

The program has assisted 166 families to date and has had positive outcomes. CLFA has been able to mitigate the negative impacts for families and individuals caused by COVID-19. All clients received a financial assessment to ensure eligibility. Of these clients 97 qualified for assistance in the areas of mortgage, credit cards, car payments, medical, and utility debt. In some cases, clients that sought services were in foreclosure and/or had their utilities shut off or were in shut off timeframe which meant a lapse in service. Clients shared that because of COVID-19 their lives had been adversely impacted causing debt buildup that lingered and became unmanageable. Many families that were assisted were prevented from being homeless and get out of the financial dept they have been drowning in. Clients were able to get their services back on, many clients had their PG&E and water accounts shut off for non-payment or not being able to make full amount owed clients would have been without services if it wasn't for this program. Additionally, many clients received wrap-around support in the form of linkages and case management, which they appreciated. Clients shared that they feel valued and heard when they needed extra support beyond the program.

Significant Accomplishments:

- Provided 166 clients with financial assessment.
- Assisted 97 clients with direct financial assistance.
- Linked clients with internal and external wrap-around services including mental health, public benefits, immigration, victim services, parent education, and others.
- Prevented clients from losing their home.
- Informed the public living in the City of Fresno about the program and its benefits should they qualify.
- CLFA has retained its staff in the program who remain focused and empowered to help clients.

CENTRO LA FAMILIA

ADMINISTRATIVE & BUILDING IMPROVEMENTS

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

Funding Amount:	\$75,000.00
Managing Department:	Finance
Purpose:	To support Centro La Familia Advocacy Services (CLFA) administrative staff and infrastructure for the betterment of the organization’s health and operations.
Qualified Census Tracts:	3, 47.02, 51
Use of Evidence:	N/A
Website:	https://www.centrolafamilia.org/es/
Project Status:	In Progress

DESCRIPTION

Funding will support Centro La Familia Advocacy Services administrative operations and infrastructure for the organization. CLFA intends to fiscally support a portion of its administrative staff members that are seldom covered by other grant programs and expand the infrastructure capacity of its office space, which will benefit staff members. The proposed timeline for the program is June 1, 2024 – April 13, 2025.

PROMOTING EQUITABLE OUTCOMES

This project will support CLFA, a culturally specific organization that serves BIPOC communities living in the city of Fresno with emphasis on Hispanic/Latino, Hmong, and Punjabi populations.

GOALS OF THE PROJECT

Support and strengthen the organization’s administrative staffing levels and infrastructure to enhance operations and overall efficiency.

- Objective 1: Support the identified administrative staffing for day-to-day operations of the organization.
- Objective 2: Elevate the organization’s infrastructure by installing needed partitions providing additional privacy for staff and enhance confidentiality for clients.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of non-profits served	1

Output Measures	Total
How many staff members retained as a result of funding	4
Number of office spaces enhanced for privacy/confidentiality	0

Outcome Measures:

Through the program, CLFA has been able to retain staff who continue to work toward sustaining services that are provided to the community in the City of Fresno. This includes overseeing programs and services for families impacted by COVID-19 and supporting their efforts to overcome the negative effects. Examples of services include direct financial assistance, housing support, health education and COVID-19 testing/vaccinations, and many others.

Significant Accomplishments:

- During the reporting period, all staff were retained in the program.
- Assessment of infrastructure needs and connecting with entities for support.
- Continued support to clients in need of services including those impacted by COVID-19.

CENTRAL VALLEY CHILDREN'S SERVICES NETWORK

CHILDCARE VOUCHERS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.11 – Healthy Childhood Environments: Childcare
Funding Amount:	\$1,000,000.00
Managing Department:	Finance
Purpose:	To provide family childcare vouchers for 50 children experiencing financial hardships and highest needs.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Website:	https://www.cvcn.org/subsidized-child-care/
Project Status:	In Progress

DESCRIPTION

Central Valley Children's Services Network's (CVCSN) program consists of the distribution of Family Childcare 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 and services are currently being delivered.

PROMOTING EQUITABLE OUTCOMES

Although 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 Childcare 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.
- CVCSN will support all 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.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many children have been served	84

Output Measures	Total
How many children have received early care and education	84
How many families have received childcare vouchers	49

Outcome Measures:

To date, CVCSN has met and exceeded our target enrolment of 55 children and enrolled and served a total of 84 children to the program. This complies with our program objective of providing services with ease and efficiency to families with the most need of childcare.

Significant Accomplishments:

CVCSN has provided services with ease and efficiency to families in need of childcare, and benefited the families by helping them keep or obtaining employment which helps them economically by not having to pay for childcare out of pocket. Most of the families that have been enrolled are grateful for the opportunity to receive childcare services, and having the option to select a provider that can meet the family's needs.

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 provided 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:	Complete

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 littlest 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 ends meet" right before the pandemic. 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	422

Output Measures	Total
Overall program utilization rates increase by %	+46.39%
Number of In-person and virtual service opportunities created	79% in person; 21% virtual
Percentage of monthly services extended from one to 1.5 billable hours	+21.11%
Percentage of staff turnover reduced on average per quarter	-6.28%

Outcome Measures:

Despite on-going challenges, it's noteworthy to highlight key outcomes we were able to accomplish:

1. Sustained the level of services to vulnerable children and their families despite the program facing significant challenges related to staff turnover/shortage and economic instability. On average, the program served 200 unduplicated children monthly.
2. Over time, the program saw a reduction in staff turnover (and its associated negative impact) from 6.6% in Quarter 4 of 2022 to 3.8% in Quarter 4 of 2023. Total turnover for the entire grant period from Oct 2022 through Dec 2023 was at 21.87% (between Oct 2021 through Dec 2022, the turnover rate was as high as 37%). Staff retention is a key indicator in continuity of care and deepening the impact in the community (it takes 6-12 months to train new staff and build their caseload, so this has been an important area of focus through the term of the grant).
3. A modest increase was noted in providing in-person vs. virtual services (76%/24% in Q4 2022 respectfully, compared to 79%/21% in Q4 2023).

Significant Accomplishments:

EPIC faced significant challenges and the program's sustainability would be at risk had it not been for ARPA funding. This funding gave the program a fair chance to rebuild and recover from the negative consequences of the pandemic. The program implemented targeted strategies to mitigate key risk factors and make improvements that enabled us not only to maintain the level of services in the community for vulnerable populations, but also made strides to enhance our impact moving forward. Some of these included:

- Implementation of the revised and improved Attendance and Make-up Services Policy to overcome the negative fiscal impact of cancellations/ no-shows. This embedded flexibility both for program staff and families to ensure services continue without frequent disruption. At the launch of the policy, the program was experiencing 26% cancellation /no show rate with less than 1% of those cancellations being rescheduled. Within 8 months of implementation, cancellation was reduced to 24% and of those cancellations, we saw an increase in make-up sessions (about 41%). This is a significant accomplishment, and the program will continue to make progress in this area.
- Worked with the Central Valley Regional Center to establish a customized rate for reimbursement based on the services EPIC provides. The new rate was approved as of July 1, 2023, addressing a long-standing disparity in fair reimbursement rate for early intervention vendors.
- Made market adjustment changes to staff compensation rates, to stabilize staff retention. In addition, a compensation tier's program was established to assist and motivate staff on continued professional development, quality performance with corresponding pay structure that is more reflective of the market trends. As a result, we are already seeing a positive improvement in qualified staff retention effort.
- Provided staff training and professional development to build staff's skills, understanding, and service capacity. Training topics ranged from Cultural Humility, understanding Individual Family Service Plan, Person-Centered Supports, Developmentally Appropriate Outcomes, "Bagless Early Intervention" to The Trio of ACE's: Framing our Narrative. Well-trained staff provide high quality services, have higher satisfaction in their employment – which leads to better retention.

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:	Complete

DESCRIPTION

The Fresno Area Hispanic Foundation (FAHF) distributed grants to small businesses physically operating in the City of Fresno that were at risk of being evicted for failure to pay rent, utilities, and/or other expenses. The program disbursed grants of up to \$7,000 for the purpose of easing the stress of eviction and facilitating the continuation of their operations. The grants were determined based on the amount due for eviction, rent, utilities, and other expenses that may lead to eviction, up to \$7,000. The business had 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

FAHF prioritized outreach and funding to minority small businesses operating in the City of Fresno. Businesses were 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 was 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?	135

Output Measures	Total
Number of applications received	135

Number of grants awarded					84
Total Amount of grants awarded					\$450,000
Number of one-on-one consultation hours provided					206
Total funds disbursed for eviction prevention					\$450,000
Total number of outreach methods (Start of grant to June 30, 2023)					
Constant Contact	Flyer Distributed	Media Posts	TV Commercials	Email Blasts	Other
2	250	11	1	2	6
Business Owner Race (Start of grant to June 30, 2023)					
Hispanic/Latino	African America	Asian/Pacific Islander	East Indian	Caucasian	Other/Decline to State
78	29	10	8	7	3
Business Owner Gender (Start of grant to June 30, 2023)					
Male		Female		Declined to State	
54		78		3	

Outcome Measures:

FAHF is grateful to be part of this unique program, which has significantly helped businesses in the City of Fresno navigate the challenges of this recession. The community's response to this program was outstanding. Business owners expressed immense gratitude for the assistance, with many sharing a sigh of relief.

FAHF is pleased to announce that all activities for this grant have been successfully completed. Out of 135 applications received, we awarded grants to 84 small businesses in Fresno needing additional assistance to pay off past-due bills. These businesses span various industries, from restaurants and bakeries to retail stores and beauty salons, all seeking help with past-due PG&E bills and/or rent.

Eighty-seven percent of the funds were used for rental assistance, while thirteen percent covered PG&E and other utility bills. Among the 84 recipients, 32 are from District 3, 13 from District 4, 11 from District 1, 9 from District 5, 8 from District 7, 7 from District 2, and 4 from District 6.

Significant Accomplishments:

- Approved 84 grants
- Disbursed \$450,000 in relief grants

FRESNO AREA HISPANIC FOUNDATION

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

FAÇADE IMPROVEMENTS

DESCRIPTION

Fresno Area Hispanic Foundation (FAHF) dispersed the funding to small businesses in the City of Fresno for the exterior improvements to their brick-and-mortar building. 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 were awarded up to \$25,000 for buildings with a single storefront and up to \$50,000 for buildings with multiple storefronts. Grants were made on a reimbursement basis with up to \$12,500 being offered upfront at the discretion of the CBO.

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 provides façade improvement funding in an effort to beautify local businesses and promote further and ongoing investment and economic development in the city of Fresno.

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					52
Number of one-on-one consultation hours provided					328
Number of businesses that have received technical assistance					153

Number of Outreach Methods (Cumulative)					
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 marking and outreach

Since the program's launch on March 1, 2023, FAHF and partners (Chinatown Foundation, SEFCEDA, & Downtown Fresno Partnership) have worked together to assist small businesses in the Fresno area with their Façade applications, project plans, and execution. We have been in constant communication with the small businesses to ensure the proper use of funds, project plan execution, and appropriate documentation is provided.

The impact of this program continues to grow as we award more grants for façade improvements. To date, we have granted a total of 52 façade grants, amounting to \$1,175,220.00 in allocated grant funding. Additionally, we have disbursed \$294,044.45 in advance to facilitate the commencement of beautification projects. Thirty-two grant recipients have completed their projects and received the remaining pending amount on their grants: disbursing a total of \$531,285.62.

During the program, challenges evolved. As we near completion, the FAHF staff has encountered a few issues with business owners. Some owners decided to make changes to their businesses while the façade project was at its midpoint. These changes included business name changes and project plan adjustments. While we understand the business owners' needs, we must adhere to the guidelines and communicate the necessary project plan requirements to them. Changes to business names have been more challenging for us, as we have no control over that aspect. However, we've maintained open communication channels with the City of Fresno staff and together decided on a course of action on these challenges.

Significant Accomplishments:

- Awarded 52 grants – a total of \$1,175,220
 - multi-storefronts
 - 35 single-storefront
- Disbursed 52 advances – a total of \$294,044.45
- 52 Façade projects commenced
- 34 Façade projects completed

FRESNO AREA HISPANIC FOUNDATION

MOBILE FOOD VENDOR PROGRAM

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:	Fresno Area Hispanic Foundation (FAHF) and its support partner Cultiva La Salud are helping to 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

Fresno Area Hispanic Foundation's focus was 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 provided 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 had 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 identified 50 mobile food vendors in the city of Fresno. Everyone was able to access 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?	473

Output Measures	Total
Number of small businesses/mobile food vendors reached	15,533
Number of applications received	59
Number of grants awarded	50
Total amount of grants awarded	50,000
Number of one-on-one consultation hours provided	2,500
Number of mobile food vendors that received assistance with marketing	156
Number of mobile food vendors that received assistance with booking	146
Number of mobile food vendors that received assistance with business plan development	172
Number of mobile food vendors that received assistance with licensing, permits, entity formation	231
Number of mobile food vendors that received TA in other topics, and topics discussed	113
Number of mobile food vendors that received assistance with completing the application	52
Number of mobile food vendors that received assistance identifying the appropriate allocation for the use of funds	52
Number of mobile food vendors that received security cameras and a 4-year paid plan	50
Intake of pre- and post-assessment of safety camera program	50

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 American	Asian/Pacific Islander	East Indian	Caucasian	Other/Decline to State
471	1	1	0	0	0

Outcome Measures:

FAHF is delighted to announce the completion of the Mobile Food Vendor program. Throughout this program, FAHF staff worked with over 400 clients, providing technical assistance in various areas of business development, including bookkeeping, permits and licenses, marketing, exporting and importing, and business plan formation. All goals and objectives of the program have now been successfully met.

FAHF awarded a total of 50 grants, amounting to \$50,000, to 50 dedicated business owners. Additionally, the team provided 50 hours of one-on-one interaction with each applicant, totaling 2,500 hours of technical assistance.

This program has enabled FAHF to broaden its vision and execute its mission at a new level. We now have a deeper understanding of the needs, desires, and challenges faced by these microbusinesses. Despite encountering significant obstacles at the start of their entrepreneurial journeys, these business owners remained dedicated and persevered. A new alliance has been formed among the mobile food vendors in the City of Fresno, who have created a WhatsApp group to maintain open communication.

Cultiva La Salud has also done a phenomenal job supporting these businesses by providing security cameras and information technology training. They met their goal of installing 50 security cameras for 50 mobile food vendors, including cloud storage covered on their behalf. Cultiva La Salud staff continue to provide camera training, maintenance, and follow-up support to ensure the systems are functioning correctly.

According to the mobile vendors, this project has been a great success, as the cameras have provided an additional layer of protection, boosting their confidence and determination. They feel safer and more empowered to increase their sales.

It has been a wonderful experience to work with and get to know these hard-working vendors, each of whom has shown remarkable determination and dedication to succeed. It has been incredibly rewarding to witness their growth and achievements. Most importantly, we are honored that the Fresno Area Hispanic Foundation and Cultiva La Salud have been part of their success.

Significant Accomplishments:

- Awarded 50 grants – a total of \$50,000.00
- Installation of 50 cameras
- There has been a noticeable increase in the number of mobile food vendors who are now in compliance with the regulations set by the city, county, and state authorities.

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 (FAHF) provided 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 were awarded in the amounts of \$2,500 and \$5,000 to eligible businesses that were physically located and operating in the City of Fresno and were in good standing.

PROMOTING EQUITABLE OUTCOMES

With this program, FAHF prioritized outreach and funding to small minority-owned businesses operating in the City of Fresno. One-on-one consultations were also 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 targeted the primary challenges small businesses faced, 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 a 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).

FAHF 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

The goal was 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					122
Total Amount of grants awarded					497,500
Number of one-on-one consultation hours provided					295
Number of businesses/mobile food vendors that received assistance with Marketing					42
Number of businesses that received assistance in Financial Management					32
Number of businesses that received assistance in Import/Export					9
Number of businesses that used funds for creation/retention of employees					52
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		203		1	

Outcome Measures:

The ARPA Small Business Assistance Program was a great success, reaching over 1,400 businesses. Our outreach efforts were extensive, with the entire FAHF staff hitting the streets of Fresno to ensure that all businesses were informed about the program and had the opportunity to apply. We assisted a variety of business industries, including retail mobile vendors, mobile food vendors, restaurants, beauty and barber shops, e-commerce, landscaping services, auto shops, independent contractors, and professional services such as insurance and taxes.

Through this program, 122 businesses received grants of either \$5,000 or \$2,500, totaling \$497,500 in disbursements. One final recipient will be receiving the remaining \$2,500 in grant funding during July 2024.

The grant recipients benefitted in various areas of their businesses, using the funds for employee retention, hiring staff, operating expenses, marketing and promotion plans, and purchasing inventory. Many expressed their gratitude for the assistance, noting that it came at a crucial time as their businesses were facing inflationary pressures.

Additionally, grant recipients received technical assistance in several areas. Our staff provided support with marketing and business plans, as well as bookkeeping and legal referrals.

Significant Accomplishments:

- Awarded 122 grants – a total of \$497,500.00
- We provided financial education, legal referrals, and shared marketing/business strategy plans to 74 businesses, aiming to enhance their sales, overall growth prospects, and legal business structures.

FRESNO ECONOMIC OPPORTUNITIES COMMISSION

LGBTQ+ RESOURCE CENTER

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations
Funding Amount:	\$100,000.00
Managing Department:	Finance
Purpose:	Fresno EOC’s LGBTQ+ Resource Center provides a drop-in center and supportive services for individuals that identify as LGBTQ+.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://fresnoeoc.org/lgbtq/
Project Status:	In Progress

DESCRIPTION

The LGBTQ+ Resource Center will serve 240 low-income LGBTQ+ youth and adults in Fresno County with case management services. The LGBTQ+ Resource Center offers a safe place for LGBTQ individuals to get expert and trusted guidance on resources, including sexually transmitted infection screenings, gender-affirming care, and housing assistance. As a queer-led program, the center’s close partnerships with local LGBTQ+ led organizations will be key in maintaining the trust of the community.

PROMOTING EQUITABLE OUTCOMES

The program serves LGBTQ youth and adults living in low-income neighborhoods by ensuring equal access to health and economic opportunities. This program focuses on underserved communities within the LGBTQ+ umbrella, including trans and non-binary individuals, LGBTQ+ foster youths, individuals with substance use disorders, individuals experiencing homelessness, and racialized communities. Fresno County is a Latinx-majority (55%) with a diverse population of African American (6.3%), Native (3.2%), and Hmong (4.9%) communities. The LGBTQ+ Resource Center focuses on increasing program participation from underserved communities, integrating a diverse range of

community feedback throughout the program performance, and building strategic partnerships with community-led organizations to expand services that empower the served population.

Communities of color face additional barriers, including denial of services, limited language access, lack of insurance, and higher instances of mental health disorders than their white non-Latinx peers. In order to effectively serve diverse ethnic communities within Fresno, the LGBTQ+ Resource Center communicates with clients in their preferred language---through the use of bilingual staff, an interpreter or translator, and written communications in the population’s native language. Expert staff are trained in person-centered, culturally responsive, trauma-informed care. Services are offered to reduce health disparities within LGBTQ’s underserved communities, including legal aid for immigration, gender marker change assistance, and peer-led support groups

GOALS OF THE PROJECT

The LGBTQ+ Resource Center’s goals are to 1) increase access to emotional & mental health services, 2) increased awareness of community resources for Fresno’s LGBTQ+ community, and 3) deliver linguistically appropriate, culturally responsive services for clients.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of people who accessed the LGBTQ+ Resource Center	86

Output Measures	Total
Number of people who obtained case management services	86
Number of unduplicated participants who obtained social & emotional support through Mental Health Services	22
Number of drop-in visitors	86
Number who attended Peer Support Groups	28
Number of people reached during outreach events	4,680
Number of outreach materials developed and/or distributed	8,000

Outcome Measures:

During this first quarter, the program served 86 individuals that identify as LGBTQ and within that identify as the following demographics: American Indian or Alaskan Native – 4; Asian – 2; Biracial or Multi-Racial – 4; Black or African American – 1; Native Hawaiian or Other Pacific Islander – 1; Other – 6 (Hispanic/Latino – 5); Unspecified – 51 (Hispanic/Latino – 7); White – 16; (Hispanic/Latino – 7).

Significant Accomplishments:

Key accomplishments during this first quarter include hosting and/or attending several pride events including partnering with the Fresno Chaffee Zoo for their Rainbow Family and our 5th Annual Illuminate Our Pride event.

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 Black, Indigenous and People Of Color (BIPOC) and women business owners 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:	Complete

DESCRIPTION

Fresno Metro Black Chamber of Commerce (FMBCC) recruited BIPOC and women individuals to complete the Betting Big Accelerator and provided access to capital that assisted 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 was created to meet the social, emotional, and economic needs of our community.

PROMOTING EQUITABLE OUTCOMES

This program provided services to BIPOC and women owned small businesses and entrepreneurs in Fresno who are people of color and have Low to Moderate Income (LMI). Nationally BIPOC and women owned 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 setbacks.

USE OF EVIDENCE

Tier – Preliminary Evidence

There is foundational research 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 has 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 provided high level, trauma informed and culturally competent technical assistance services to the participants. We understand that our businesses need financial support to increase their social equity and were partnered with our contracted Business Resource Partners, who are industry experts. Once they completed the 90-day accelerator, they were eligible to apply for ARPA grant funding up to \$25,000. The Accelerator included 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, and E-commerce.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many small businesses have been served?	110

Output Measures					Total
Number of participants with completed business plans					300
Number of participants with completed financial budget					285
Number of participants participating in technical assistance services					81
Number of outreach events					7
Number of workshops and business education training					18
Number of women owned businesses served					35
Number of veteran owned businesses served					2
Business Owners by Race					
African American	Hispanic/Latino	Asian/Pacific Islander	East Indian	Caucasian	Other
48	4	0	3	7	1
Business Concepts Structure					
Direct to Consumer	Direct Sales	E Commerce	Peer to Peer	Franchise Model	
41	2	4	19	0	
Business Structure					
LLC	Sole Proprietorship	Partnership	B Corporation	S Corporation	Unknown
37	21	0	0	1	1
Number of Employees (full time and part time)					
1-5	6-10	11-20	21-30	31-40	41+
3	2	0	0	0	0

Outcome Measures:

- 100% of ARPA recipients completed the Accelerator.

The FMBCC 90-day accelerator program 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 addressed the unique challenges faced by these underrepresented entrepreneurs.

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

Secondly, the program provided 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 helped 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 owned small businesses with the tools and knowledge needed to thrive in a competitive market.

By supporting and empowering these entrepreneurs, the FMBCC accelerator program contributed to economic growth and diversity within the business community. It helped 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 had a positive impact on BIPOC and women owned small businesses by providing mentorship, networking opportunities, and educational resources, ultimately fostering their growth and success in the business world.

We were also able to provide emergency support to formerly employed team members from Bitwise, an organization that collapsed in the summer of 2023. They completed our accelerator and were able to receive \$5,000.00 to assist with their transition.

Significant Accomplishments:

- Completed our third round of Grants and Accelerator.
- Started Accelerator and Grant program for Bitwise Former employees
- Adjusted budget to assist former Bitwise employees
- 100 percent of participants in this round completed their business plans
- 100 percent of participants in this round participated in the TA services through the Accelerator.

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:	Complete

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, helped to 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

- The St. Rest + Food to Share Hub warehouse renovation is complete and operational and we estimate an increase in 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.
- The commercial kitchen and training area in the New 2 -Story Building are complete and Food to Share is implementing enhancements to the St. Rest + Food to Share Hub capacities through its six-week long Cooking Matters 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
Amount of food recovered and redistributed after warehouse operations started	1,624,310
Number of participants in Cooking Matters classes after new 2 story building is complete	103
Number of community classes and events after new 2 story building is complete	6

Outcome Measures:

- Increased food access, skills, attitudes, and behavior related to healthy food consumption
- Increased food entrepreneurship skills and related employment/business formation

Throughout 2023, our Recovery and Distribution program surpassed the set benchmarks by recovering and distributing the following amount in additional poundage: Q1 - 353,023 lbs.; Q2 - 526,517 lbs.; Q3 - 440,950 lbs.; and Q4 - 303,820 lbs., totaling 1,624,310 pounds of healthy food distributed. All pounds recovered and reported for Fresno County ARPA grant are consistent with documentation and baselines established for reporting for various other Food to Share programs and St. Rest + Food to Share Hub development grants, including Transformative Climate Communities, Kaiser Permanente, City of Fresno ARPA, U.S. Dept. of HUD, Community Medical Centers, CalViva Health, Trinity Health/St. Agnes, Central Valley Community Foundation, U.S. EPA, Kresge Foundation, Valley Children's Healthcare, and more. Recognizing the importance of not only providing nutritious food but also ensuring it is utilized effectively, our Cooking Matters program continues to offer six-week-long cooking and nutrition education classes in the community while awaiting the opening of the commercial kitchen and training area in the new 2-story building. In 2023, Cooking Matters hosted: Q1 - 1 class with 16 participants; Q2 - 3 classes with 42 participants; Q3 - 1 class with 35 participants; and Q4 - 1 class with 10 participants, totaling 6 classes and 103 participants. Participants reported increased consumption of fruits and vegetables and greater confidence in food budget planning and cooking healthy meals at home. In addition to hosting Cooking Matters classes for the community, Metro facilitated cooking and nutrition classes to elementary school students as part of the Fresno Unified School District (FUSD) after-school and summer camp Expanded Learning Opportunities Program (ELOP). In 2023, Cooking Matters facilitated: Q1 - 6 classes with 121 participants; Q2 - no classes were held in this quarter as school was not in session; Q3 - 9 classes with 184 participants; and Q4 - 2 classes with 90 participants, totaling 17 classes and 395 participants. To better support local food entrepreneurs once the commercial kitchen is operational, Fresno Metro Ministry co-hosted a food academy community design workshop aimed at creating connections to resources for Southwest Fresno community food entrepreneurs, including the use of a certified commercial kitchen. We anticipate that the use of the certified commercial kitchen by food entrepreneurs once opened will lead to job creation and economic growth in the community.

Significant Accomplishments:

All deliverables necessarily start when facilities are complete and operational – which begins May 11, 2024.

Specific deliverables and timeframes for food recovery and redistribution, and food receiver organizations*:

- May 1, 2024, through April 30, 2025 - must produce 550,000 more pounds: Base of 1,168,753 plus 550,000 = Total minimum of 1,718,753 pounds for this period to meet deliverables, plus add 5 food receiver organizations to the Food to Share Network.
- May 1, 2025, through April 30, 2026 - must produce 850,000 more pounds: Base of 1,168,753 plus 850,000 = Total minimum of 2,018,753 pounds for this period to meet deliverables, plus add 5 food receiver organizations to the Food to Share Network.
- May 1, 2026, through April 30, 2027 - must produce 1,550,000 more pounds: Base of 1,168,753 plus 1,550,000 = Total minimum of 2,718,753 pounds for this period to meet deliverables, plus add 5 food receiver organizations to the Food to Share Network.

Will report any documentation of increased food access, skills, attitudes and behavior related to healthy food consumption Specific deliverables and timeframes for Cooking Matters:

- May 1, 2024 through April 30, 2025 – 150 residents in low-income and/or food desert neighborhoods will enroll in Cooking Matters courses
- May 1, 2025 through April 30, 2026 - 150 residents in low-income and/or food desert neighborhoods will enroll in Cooking Matters courses
- May 1, 2026 through April 30, 2027 - 150 residents in low-income and/or food desert neighborhoods will enroll in Cooking Matters courses

*Will report any documentation of increased food access, skills, attitudes and behavior related to healthy food consumption

General deliverables and timeframes for food entrepreneurs**: No numerical deliverables set – will document what occurs and report

** Will report any documentation of increased food entrepreneurship skills and related employment/business formation

General deliverables and timeframes for services visits and referrals: No numerical deliverables set – will document what occurs and report General deliverables and timeframes for community classes: No numerical deliverables set – will document what occurs and report

Note No. 2: Will document jobs created by F3 and Wellness grants for program operations at site.

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

Helping Others Pursue Excellence (HOPE) increased the organizational capacity for CBOs and 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 were 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, HOPE coordinated one-on-one meetings with each attendee to discover their business and operational needs. The workshops were conducted monthly through December 2023. One-on-one assessments were scheduled weekly.

PROMOTING EQUITABLE OUTCOMES

This project addressed 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 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 expand 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?	63
How many minority entrepreneurs have been served?	212

Output Measures	Total
Number of technical assistance workshops held	39
Number of one-on-one assessments for non-profits	70
Number of non-profit compliance training conferences	2
Number of minority owners provided with one-on-one business action plans and assessments	38
Number of workshops and business education training	2
Number of minority owners provided with financial projection tools and templates	38
Number of businesses served	227

% of uniform measurement and data collection tool repository for business and non-profits complete	100%
% of retrofitting building infrastructure complete	75%

Outcome Measures:

- 100% of the financial and compliance burdens preventing minority CBO program growth have been removed.
- 100% of 72 grassroots leaders have increased their knowledge with tools necessary to manage their own operations from a lens of compliance
- 100% of the businesses that completed training and action plan recommendations have preserved or expanded between pre/post revenue growth by 50%.
- 100% of participants to date have improved their processes to collect and streamline data.

Significant Accomplishments:

During the grant period for the \$500,000 ARPA grant, HOPE made significant strides in enhancing community resources and supporting local businesses. One of the major milestones was the successful hiring of a contractor to retrofit our building. The contractor completed modifications on the top floor, which allowed us to open the facility in November 2023. This new space has since provided a safe and welcoming environment for networking and community conversations.

Despite some setbacks with the downstairs building renovation, aimed at transforming it into an international food court, we have continued to make progress. Additional permits and infrastructure needs have been identified, requiring further engineering and architectural work. However, the process is ongoing, and we are committed to completing this project.

Beyond the construction, we are proud of the numerous technical assistance workshops and one-on-one sessions we provided to small businesses. These sessions covered a range of crucial topics, including compliance, budget forecasting, business planning, marketing, and grant writing. We developed action plans and assessments to help businesses streamline their operations and meet legal requirements, such as filing 501(c)(3) paperwork, business licenses, and other essential documents.

Our efforts resulted in the hosting of compliance training conferences, benefiting over 70 businesses. We also hired two independent contractors who offered marketing, media, and branding services free of charge to grant participants. These services included media exposure, photography, and website development, significantly enhancing the visibility and reach of these small businesses.

Additionally, we hired a data developer who created a comprehensive database repository, further supporting our technical assistance programs. Throughout the grant period, of the 227 businesses we served 63 were community-based organizations. and provided one-on-one support to 38 minority businesses.

In terms of outcomes, we conducted 39 technical assistance workshops and achieved a high success rate in reducing compliance burdens for small businesses through our training workshops. Overall, 72 of the 227 businesses and CBO's served requested post workshop assistance to gain advanced tools to manage their operations effectively, ensuring compliance and enhancing their capacity. Please see below strategic assistance summary. We also ensured that 100% of the businesses we served learned how to collect and track data from their consumers.

The funding provided by this grant has been instrumental in scaling our organization and enabling us to deliver extensive services to the community. The accomplishments outlined above reflect our commitment to fostering a thriving local business environment and providing vital resources to support economic growth and community development.

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 received 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 to 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?	5,096

Output Measures	Total
How many individuals have been provided with shelter?	1,491
How many risk assessments have been conducted?	1,886
How many intake assessments have been facilitated?	10,929
How many meals have been provided?	50,508
How many safety plans have been developed?	3,479
How many clients have received case management sessions?	931
How many total sessions of case management have been provided?	4,474
How many clients have received transportation?	286
How many clients have received legal advocacy?	1,127
How many therapeutic group sessions have occurred?	2,724

Outcome Measures:

MMC nearly doubled the total number of individuals served this year compared to last. Since September of 2023, MMC has experienced a significant increase in the number of hotline calls requesting assistance. We believe this is directly correlated to collaborative efforts with local law enforcement agencies to facilitate lethality screenings when responding to calls reporting domestic violence which ultimately result in a referral to the agency for additional support.

Significant Accomplishments:

Esmeralda (name changed for confidentiality) contacted MMC for support multiple times before finally entering the safe house due to ongoing threats of abuse as well as current physical, verbal, and emotional abuse. During the most recent incident, her partner became angry and violent while he was driving. Enraged, when he finally stopped driving, he dragged her out of the car and punched her in the face several times before proceeding to punch and break the car window. She recognized that the abuse was escalating, and she knew it was time to leave.

Fleeing abuse, Esmeralda called MMC's hotline, and she and her small child were able to connect with an advocate and access services. After meeting with our advocates to complete an assessment, Esmeralda and her child entered the safe house. Once in the safe house, Esmeralda shared that she faced additional challenges due to a learning disability. Although this added a layer of complexity to her case, she and her case manager worked closely together to ensure she felt supported throughout the process. Esmeralda attended groups and classes while residing in the safe house and when she was ready counselors were available to meet with her.

She participated in many agency services throughout her time in the safe house including spending time with her child in the Children's Enrichment Center for additional family support. In addition to her learning disability, Esmeralda faced other challenges including lack of family support, no transportation and no income. Esmeralda remained vigilant in her recovery and was able to obtain documents she needed to be added to the agency's By Name List to enroll in housing services. Esmeralda also applied for Low Income Housing options and is currently pending a move in date for permanent housing.

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 individual's 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) program was designed to provide essential workforce development services to low to median income 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 aimed to prepare individuals for employment in four distinct industries: retail, logistics, sanitation and food service.

PROMOTING EQUITABLE OUTCOMES

The project aimed 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 continues to operate in this manner. 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 broad scope, Neighborhood Industries' goal was 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	81

Output Measures	Total
Number of individuals utilizing workforce development services at NI's social enterprise businesses	81
Number of individuals transitioned to gainful employment	16
Number of grocery kits provided to partner organizations	11,992
Amount re-invested into the local economy through Fresno based businesses	\$274,042.64
Amount in paychecks distributed	\$378,461.14
Number of individuals completing the program	16
Number of meals distributed	143,904
Amount of waste collected	24,067 lbs.

Outcome Measures:

Neighborhood Industries has demonstrated significant progress in achieving its workforce development and community support goals through its social enterprise businesses. In FY23, the program provided workforce development services to 81 individuals, facilitating their transition to gainful employment, with 81 individuals having received and continue to receive workforce development training. To date, 16 individuals successfully moved into stable jobs. This achievement underscores the effectiveness of NI's training and support systems in enhancing employability and self-sufficiency among participants.

NI's impact extends beyond workforce development. The program distributed 11,992 grocery kits to partner organizations, directly addressing food insecurity within the community. Additionally, NI reinvested \$274,042.64 into the local economy by supporting Fresno-based businesses, illustrating its commitment to local economic growth and sustainability.

Financial stability for employees is also a key outcome. NI distributed \$378,461.14 in paychecks, reflecting the substantial economic benefit to individuals who engaged with the program.

In terms of environmental impact, NI collected 24,067 lbs. of waste, showcasing its role in promoting environmental stewardship through waste reduction and recycling efforts.

These output measures highlight NI's project implementation, indicating substantial progress towards its overarching goals of economic empowerment, community support, and environmental sustainability. The data points serve as valuable indicators that NI is on track to achieve its desired outcomes and create lasting, positive impacts within the community.

Significant Accomplishments:

- 81 Individuals Served: NI provided comprehensive workforce development services to 81 individuals, equipping them with essential skills and training.
- Successful Employment Transitions: 16 individuals transitioned to gainful employment, highlighting the program's effectiveness in preparing participants for the job market.
- Meal Distribution: Provided 143,904 meals, ensuring that both program participants and community members have access to nutritious food.
- Local Economy Investment: Reinvested \$274,042.64 into the local economy through partnerships with Fresno-based businesses, promoting economic growth and sustainability.
- Paychecks Distributed: Distributed \$378,461.14 in paychecks enhancing their financial stability and contributing to the local economy.
- Waste Reduction: Collected 24,067 lbs. of waste, showcasing NI's commitment to environmental sustainability through waste reduction and recycling initiatives.

FRESNO POLICE & NEIGHBORHOOD WATCH

NEIGHBORHOOD SAFETY

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations
Funding Amount:	\$100,000.00
Managing Department:	Finance
Purpose:	Fresno Police and Neighborhood Watch (FPNW) will educate, empower, and engage greater Fresno Area residents to collaborate with one another and city agencies to improve the safety and quality of life within our community
Qualified Census Tracts:	47.04, 48.02, 7.01, 7.02, 2,3, 9.01, 9.02,10,11, 5.01, 5.02, 26.01, 27.01, 27.02, 29.03, 13.01, 14.07, 13.03, 13.04
Use of Evidence:	N/A
Website:	https://www.fresno.gov/police/neighborhood-watch/
Project Status:	In Progress

DESCRIPTION

Neighborhood Watch knows establishing trust is fundamental and wants engagement with community leaders, organizers, and residents in order to understand their concerns and needs. Outreach includes, social media and television marketing, in person meetings connecting and helping neighborhoods create and grow neighborhood watch groups, working towards closing the gap between law enforcement and residents, and expanding the organization's mission to combat and reduce crime throughout Fresno.

PROMOTING EQUITABLE OUTCOMES

Neighborhood Watch provides education in multiple languages and raises awareness about safety issues and available resources. Ensure that resources and support services are easily accessible to marginalized communities. Embrace the diversity within marginalized communities and celebrate the strengths and contributions of different cultural groups. Creating inclusive spaces where everyone feels valued and respected is essential for building strong and resilient neighborhoods.

GOALS OF THE PROJECT

Mitigating the social and public safety impacts of the pandemic on communities experiencing a rise in crime in their neighborhoods. Engagement with residents to understand their concerns and needs. Recognize and respect the cultural nuances of the communities we're engaging with. Understanding cultural norms and values to help bridge gaps and build stronger relationships. Collaborative problem-solving involving community members in identifying and addressing safety concerns. This includes forming neighborhood watch groups, conducting safety audits, or collaborating with local community-based organizations, such as Every Neighborhood Partnership, Advance Peace Fresno and Community Justice Center. This will involve leadership training, mentoring programs, and opportunities for community members to contribute their skills and expertise.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of households served	1,840

Output Measures	Total
Number of active watch groups developed and implemented	17
Number of Block Captains Manuals produced/dispersed	200/100
Number of Resource Kits dispersed	100
Number of Neighborhood Watch meeting held	17
Number of Neighborhood Watch signs repaired/replaced/installed	30

Outcome Measures:

- The number of active Neighborhood Watch groups has increased by 10% since the program's implementation
- Total number of prevention programs and events hosted by the organization: 17 meetings and 1 appreciation luncheon
- Number of community members educated on recognizing and reporting crimes in their neighborhoods: with a 170 avg of 10 per meeting

Significant Accomplishments:

- Grew to 200-225 Active Neighborhood Watch groups by June 2025- 184 current standing as of June 30, 2024
- Completed development of professional website went live March 25, 2024
- Build Customer Relationship Management database by March 2024
- Block Captain's Manual published by April 2024
- Block Captain's Appreciation Event April 27, 2024- 100 in attendance
- TV awareness campaign March-May
- Active weekly Social Media campaign through end of Sept 2024- see chart below

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) Manufacturing Growth Plan 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 was a one-year project to create a Research & Development center for manufacturing, open extensive internship and externships for students and faculty, and create more firsthand experiences between businesses and education to 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.

PROMOTING EQUITABLE OUTCOMES

The manufacturing and growth plan included 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 facilitated a range of paid work-based learning opportunities, including internships and externships, with a focus on the Advanced Manufacturing sector. The collaboration incorporated 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 was preparing employers for interns with complicated lives who are eager to learn but may be unfamiliar with the workplace culture. Partners and young adults also learned about commitment to equity, lifelong learning, strategic oversight, regional capacity building, civic stewardship and policy advocacy.

USE OF EVIDENCE

Tier – Strong Evidence

This project provided internships which offered 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 provided 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 helped 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 takes the efforts of many, extensive community engagement with students, educators, and businesses. With the support of this grant, we achieved 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?	926

Output Measures	Total
Number of industry partnerships secured	318
Number of interns placed	181
Number of faculty members placed	12

Outcome Measures:

- 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 24%.
- 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 360%.

The Center for Engineering Innovation and Design (CENID) at Fresno State has made significant strides since its inception on November 1, 2023. In response to feedback from key regional stakeholders, including the San Joaquin Valley Manufacturing Alliance and the Fresno Business Council, CENID aims to enhance partnerships between Fresno State and the regional industry. The process to establish CENID as an ancillary unit at Fresno State is underway. Key activities include the design of a new webpage, recruitment of a full-time project engineer, and discussions with industry experts for advisory board roles.

CENID has engaged in various collaborative efforts, including discussions with agriculture organizations to develop practical technological solutions for local farmers, such as on-farm cold storage. Mechanical engineering students have been working on a manufacturing cell project using advanced automation technology, while a graduate student is developing a GNSS/GIS application to aid farmers in meeting regulatory requirements. Additionally, CENID is

identifying advanced technologies for incorporation into educational programs and has gained insights into autonomous farm equipment through conference attendance. Moving forward, CENID will focus on completing its ancillary unit requirements, assembling an advisory board, and promoting its services to benefit the community and regional industry.

Significant Accomplishments:

- Provided value to over 925 faculty members and students
- Placed over 180 interns with host companies
- Provided 12 faculty members with externships to expand their knowledge of the manufacturing environment and skills needed for the workforce.
- Planned and executed the 8th annual Valley Made Manufacturing Summit with over 900 attendees.
- Planned and executed the first ever Job Fair during the Summit.
- Initiation of the process to establish CENID as an ancillary unit at Fresno State.
- Design of a new webpage for CENID.
- Recruitment process for a full-time project engineer initiated.
- Ongoing discussions with industry experts for advisory board membership.
- Plans to appoint faculty fellows from engineering and industrial technology departments.
- Collaborative discussions with agriculture organizations, including UC-ANR and UC SAREP, to develop practical projects for AgTech.
- Development of a cost-effective, on-farm cold storage solution, including a spreadsheet tool for calculating cooling capacity.
- Identification of a dedicated laboratory space for CENID, with plans to pursue an EDA grant for facility renovation.
- Mechanical engineering students' senior project on developing a manufacturing cell using advanced automation technology.
- Graduate student project developing a GNSS/GIS application for agriculture, with technical assistance from CENID and support from Fresno State's WET Center.
- Identification of advanced technologies (machine vision, AR, AI) for educational and professional development programs.
- Attendance at the FIRA conference, leading to a deeper understanding of autonomous farm equipment and industry trends.

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?	1,030

Output Measures	Total
Number of clients that have completed a homebuyer education class	223
Number of clients the have received counseling hours	226
Number of student interns hired	3
Number of successful homebuyers	7

Outcome Measures:

- **Increased homebuyer knowledge and confidence:** Our post-Conference surveys show that 96% of all Conference attendees said they increased their knowledge about the homebuying process. For many of our participants, they have been lifelong renters, as are their children, parents, relatives, etc. Many have never imagined owning a home and for those that did dream of it, they lacked the knowledge and the confidence to move forward. Homeownership is a right, we believe, for those who can afford it and desire that responsibility.

Even though their knowledge has increased, their finances and their financial situations take time to change. It takes time to develop a savings habit neighbors so that borrowers have downpayment assistance. Many of our BIPOC participants are low-to-moderate income and housing affordability is a steep reach for them unless they have subsidies and time to change spending habits, increase wages, reduce debt, improve credit behavior, save money, etc. It is important to understand that the homebuying journey is a long one but one that is worthwhile and one that many of our program participants desperately want for themselves and their families' financial stability.

We work with dozens of Professional Realtors from the Fresno Association of Realtors, Realtist of Fresno County, NAHREB, and about a dozen Professional lenders (US Bank, Mechanics Bank, Tri Counties Bank, Self-Help Credit Union, PNC, Community West, Bank of America, etc.) with downpayment assistance programs and special loan products for LMI borrowers and first-time homebuyers. We have assembled an incredible team of supporters and leaders focused on helping SWFDC future homebuyers to achieve their homeownership goals.

- **Improved credit scores:** Our two credit repair contractors have had measurable results and have increased credit scores on average by 60 points. One client had an identity theft occurrence removed from her credit report and her FICO score improved by 200 points. We have worked with young adults, retirees, married couples, across the spectrum of income, professions, age and ethnicity. We have provided between 1 and 10 hours of credit counseling services by professionals to more than 90 people, at no charge, fully funded under the ARPA grant.

- **7 new homeowners:** While SWFDC has served more than 650 individuals in the last year, with 167 completing the 8-hour downpayment assistance class, with almost 100 receiving credit counseling, 7 have purchased homes. This is a process that for many will take much more than 1 year to shift their mindset, stick to a household budget and savings goal, pay off debt, improve their credit scores, and find a house they can afford to buy. There are so many factors that go into the successful purchase of a home. We are proud of the 7 and we believe that many more will be joining them in the near future.
- **4 Downpayment assistance awards made: Each totaling \$5,000.00**

UNITED HEALTH CENTERS

FACILITY CONSTRUCTION

Recovery Plan Category:	1 – Public Health
Expenditure Category:	1.6 – Medical Expenses (Including Alternative Care Facilities)
Funding Amount:	\$5,000,000.00
Managing Department:	Planning and Development
Purpose:	Construction of a new Health Care Facility in Southwest Fresno at 122 E California Ave. Fresno, CA 93725
Qualified Census Tracts:	N/A
Use of Evidence:	N/A
Website:	https://unitedhealthcenters.org/
Project Status:	Complete

DESCRIPTION

This project aimed to establish a healthcare facility Southwest Fresno, targeting income-eligible, underserved patients, including seven exam rooms for dental, behavioral health, and prenatal services. The facility will serve the 14,328 low-income residents (53% of the area's population) and address the needs of the 4,398 underserved patients in this Fresno area.

PROMOTING EQUITABLE OUTCOMES

This healthcare facility in the City of Fresno's most disadvantaged community is committed to promoting racial equity and inclusion by providing culturally competent care, language accessibility, financial assistance, and comprehensive health services. Through these efforts, the facility aims to create a welcoming and supportive environment for all patients, particularly those from marginalized and underserved communities.

GOALS OF THE PROJECT

The goal of the project is to establish a comprehensive healthcare facility in Southwest Fresno that provides equitable, accessible, and affordable healthcare services to underserved and low-income populations, addressing both the public health needs and economic challenges exacerbated by the COVID-19 pandemic.

PERFORMANCE MEASURES

Outcome Measures:

Construction of this new facility is complete.

Significant Accomplishments:

The newly constructed healthcare facility in the City of Fresno’s most disadvantaged community is now operational, offering a wide range of services to the underserved and low-income populations in the area. With seven exam rooms, including specialized rooms for dental exams, behavioral health, and prenatal services, the facility aims to address the needs of a community where 53% of the residents are low-income and 4,398 patients were previously underserved.

The facility provides comprehensive healthcare services, including primary care for both pediatric and adult patients, OBGYN services, urgent care available until 9 PM on weekdays and on weekends, as well as COVID-19 testing, treatment, and vaccination. Additionally, dental care, chiropractic services, podiatry, behavioral health, psychiatric services, Medi-Cal enrollment, and prenatal counseling are available.

To ensure accessibility and affordability, the facility has implemented a sliding scale fee program that offers care based on patients’ income, family size, and need. Free and safe transportation is provided to eliminate logistical barriers, and patients have free access to the MyHealth Portal for easy communication and management of their health information.

Recognizing that 69% of the local population is Latino, the facility employs bilingual staff fluent in Spanish and offers additional language services through virtual arrangements. Community outreach efforts target low-income families through regional advertising, social media, and the facility’s website to ensure awareness of the available services.

By reducing financial barriers to healthcare and providing culturally competent care, the facility aims to mitigate the public health and economic challenges exacerbated by the COVID-19 pandemic. The ultimate goal is to promote equitable, inclusive, and accessible healthcare for this underserved population.

VALLEY DREAM CENTER

BUILDING UPGRADES

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations
Funding Amount:	\$200,000.00
Managing Department:	Finance
Purpose:	The Valley Dream Center is dedicated to revitalizing our existing gymnasium into a welcoming, energy-efficient space that can accommodate up to 250 youth from Fresno District 4 and neighboring areas.
Qualified Census Tracts:	45.05, 54.10, 54.09, 54.08, 54.03, 50, 53.02, 53.01, 53.04, 53.05, 49.01, 51, 52.04, 52.03, 52.02, 35, 34.02, 34.01, 33.01, 33.02, 32.01, 32.02, 31.04, 58.04, 58.05
Use of Evidence:	N/A
Website:	https://www.valleydreamcenter.org/
Project Status:	Complete

DESCRIPTION

The Valley Dream Center is dedicated to revitalizing our existing gymnasium into a welcoming, energy-efficient space that can accommodate up to 250 youth from Fresno District 4 and neighboring areas. The primary goal is to promote health and wellness among local youth by offering basketball and volleyball practices, games, and tournaments. Our vision is to not only provide a safe and inviting environment for sports activities but also to foster community engagement and unity.

PROMOTING EQUITABLE OUTCOMES

This project serves youths in District 4 as well as those from neighboring areas. The primary goal is to promote health and wellness by offering basketball and volleyball practices, games and tournaments.

GOALS OF THE PROJECT

- Ensure our facility meets safety standards for sports activities.
- Reduce temperature fluctuations and improve indoor air quality to promote a conducive environment for youth sports activities.
- Increase community engagement by expanding access to the gymnasium to accommodate a higher number of youth participation.
- Foster a sense of community by providing a welcoming space for youth sports enthusiasts, parents, and local residents.
- Achieve energy efficiency and reduce operating costs.
- Use environmentally friendly materials and practices wherever possible to minimize our carbon footprint.
- Monitor and maintain the HVAC and insulation systems to ensure long term sustainability and performance.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of people visiting and using the center	650

Output Measures	Total
Number of sports practices/games organized	144
Number of partnerships with local schools, community organizations and businesses established	5
Number of volunteer opportunities for community members offered	6

Outcome Measures:

The Valley Dream Center's upgraded gymnasium has been able to provide a safe, healthy and air-conditioned space for community youth and adults to enjoy physical fitness and sports activities.

Significant Accomplishments:

- Hosted an Iron Man Breakfast of 230 youth and adults.
- Host basketball practice for 20-30 youth twice weekly for two hours per day.
- Hosted Clovis Christian School's physical fitness classes and volleyball practices.

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:	\$3,259,094.00
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 EXPENSES

CITY OF FRESNO COSTS TO ADMINISTER THE ARPA GRANT

Recovery Plan Category:	7 – Administrative Expenses
Expenditure Category:	7.1- Administrative Expenses
Funding Amount:	\$138,629.00
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.

WATER TOWER IMPROVEMENTS

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1-Provision of Government Services
Funding Amount:	\$450,000.00
Managing Department:	PARCS
Purpose:	Expand access to historical and recreational amenities for Fresno residents by making accessibility and usability improvements to the historic Fresno Water Tower.
Project Status:	In Progress

DESCRIPTION

Built in 1894, the historic Fresno Water Tower was designed by architect George Washington Maher and was used to provide water to downtown Fresno until 1963. Installation of the accessible parking lot and path of travel are complete. The electrical improvements are still underway and are expected to be completed in 2025. The existing electrical infrastructure cannot support the Tower's operations as a visitor's center and historical landmark. The electrical upgrades will include a new PG&E transformer and upgraded electrical panels and switchboards.

MUNICIPAL SERVICE CENTER ELECTRICAL OVERHAUL

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1-Provision of Government Services
Funding Amount:	\$7,704,400.00
Managing Department:	General Services Department
Purpose:	Replace the electrical infrastructure and generator system at the City of Fresno Municipal Service Center.
Project Status:	In progress

DESCRIPTION

With the age and condition of existing electrical infrastructure at the nearly 50-year-old City of Fresno Municipal Services Center (MSC), an overhaul of the electrical system is necessary for continued service support. This project will also allow for adequate electrical infrastructure for the Police Department's new 911 Call Center that will be built on existing property within the MSC. With a large demand for this 24-hour facility, upgrades and additional electrical infrastructure are needed to sustain public services during power outages and emergencies throughout the City of Fresno.

Since starting this project, we have successfully designed, permitted, and bid advertised the project. The construction phase of the project was awarded on July 20, 2023.

Significant accomplishments during construction include trenching and installation of underground conduit with minimal disruption of daily business operations. Twenty-four (24) submittals for review and acknowledgement and thirty-six (36) Requests for Information (RFI) for review and comments have been processed.

TABLETS FOR INSPECTORS

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1-Provision of Government Services
Funding Amount:	\$25,015.00
Managing Department:	Capital Projects
Purpose:	To purchase tablets for use in the field for Construction Management Engineering Inspectors to complete daily inspections.
Project Status:	Complete

DESCRIPTION

In the field of Construction Management Engineering, Inspectors play a crucial role in ensuring projects meet specifications, safety standards, and regulatory requirements. Acquiring computer tablets for daily inspections offers significant advantages. Tablets streamline data collection and reporting by allowing inspectors to enter data, take notes, and capture images directly on-site, reducing errors and ensuring timely and accurate reporting. Real-time access to project plans, specifications, and regulatory documents enables inspectors to verify compliance, make quick decisions, and provide immediate feedback, enhancing overall efficiency. ARPA funding augmented current purchasing capabilities in our Capital Projects department by purchasing tablets for the field, enhancing the inspection process and modernizing operations. The Capital Projects Department successfully purchased 33 new iPad tablets, cases and chargers. The new CMIS software that has been purchased recently by the department will be utilized on these tablets, improving efficiency of field inspections for the team.

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:	\$800,000.00
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:	In Progress

DESCRIPTION

Under this project, the City contracted 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 provided 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. This project is also funding COVID-19 related expenses.

PROMOTING EQUITABLE OUTCOMES

While this project was 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 had implications on improving equity and inclusion.

GOALS OF THE PROJECT

Under this project the City of Fresno’s goal was 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

CLARION MOTEL CONVERSION

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.16 – Long-Term Housing Security: Services for Unhoused Persons
Funding Amount:	\$11,861,423.00
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, 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 provides 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>

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

GOALS OF THE PROJECT

This project provides a location for interim shelter and other supportive services to individuals and families that are experiencing homelessness. This program used evidence-based practices to ensure these inventions 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

Significant Accomplishments:

Interim shelter services at the Clarion began in mid-June 2023, with homeless individuals being initially referred to 30 Bridge Housing beds on 6/12 with another 90-emergency shelter and Bridge Housing beds made available on 6/24 for unsheltered individuals in the designated homeless encampment area. Interim shelter services are offered in conjunction with onsite supportive services to provide a pathway to permanent housing with intensive housing stability case management services after placement in permanent housing to help ensure that participants remain housed after exiting. All residents are provided with housing search and placement services to develop a housing plan and locate suitable permanent housing. Residents can be linked to onsite mental health services provided by the Poverello House, including one-on-one and group therapy services.

As of 6/30, all 120 beds at the Clarion were occupied by individuals experiencing homelessness. Services provided by Poverello House at the Clarion are intended to connect a minimum of 101 individuals with permanent housing by June 30, 2025. Housing stability case management services will ensure that a minimum of 90% of those exiting to permanent housing will remain housed 12 months after exiting.

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:	\$1,430,000.00
Managing Department:	City Attorney’s Office
Purpose:	Provide eviction protection services to residents
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

Experienced legal service organizations provided 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 experienced unemployment.

USE OF EVIDENCE

Tier – Strong

We utilized two outside law firms who provided 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 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	471

Significant Accomplishments:

The Eviction Protection Program (EPP) provides eviction services to tenants facing potentially unlawful evictions. Some grounds for unlawful evictions are retaliation for reporting code violations, discrimination, 30 or 60-day notices for substantial remodeling in violation of the Tenant Protection Act, improper notices, and habitability concerns. The City Attorney's Office screens all tenants who contact our office, and we refer intakes facing potentially unlawful evictions to one of the two outside counsel firms we have retained for this purpose.

Once the intake is referred, they will receive a range of services from outside counsel, depending on the circumstances. These services include legal advice, negotiation of a settlement agreement, representation in court, all the way through an unlawful detainer trial, if necessary. Our outside counsel speaks to the tenants to determine their goals and attempt to tailor their services to accomplish those goals. For example, some tenants may want to move out of their unit, but they need more time to do so. These services prevent evictions, but they also prevent tenants from having evictions on their records, which will go a long way in keeping them housed in the future.

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- 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 affordable housing units preserved or developed	In progress

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	Yes

Significant Accomplishments:

During the reporting period, this project completed the feasibility study to determine how CCLT can support community efforts to enhance the opportunities for affordable home ownership and rental housing. A business plan for implementing the findings of the feasibility study was completed. CCLT has initiated the hiring process for an executive director and real estate director while persistently seeking additional funding sources

LAND BANK FY24

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-term Housing Security: Affordable Housing
Funding Amount:	\$1,500,000.00
Managing Department:	Planning and Development
Purpose:	To acquire real property and land that will be available for reuse in the advancement of community and economic development in targeted areas as outlined in the Housing Element of the 2035 General Plan and the City’s One Fresno Housing Strategy.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	Pre-Development

DESCRIPTION

The Land Bank will identify and accumulate underutilized land and vacant properties for reuse and future development in the advancement of community and economic growth in targeted areas as outlined in the City's Housing Element and One Fresno Strategy. The Land Bank will allow the City to acquire, hold, and distribute property for the purpose of creating more affordable housing stock and other community-focused objectives. The goal of this strategy is to reduce blight, improve neighborhood quality, increase socio-economic diversity, provide access to affordable housing, reduce food insecurity, and improve overall well-being. The City's Land Bank will be the first in California and will achieve the City's goals to add new affordable housing units into the development pipeline, produce more affordable and climate-smart housing, and continue adding units to the affordable housing pipeline for years to come.

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

Research shows that this strategy reduces blight, improves neighborhood quality, increases socio-economic diversity, provides access to affordable housing, reduces food insecurity, and improves overall well-being. The City's Land Bank will be the first in California.

[Evidence Source 1](#)

[Evidence Source 2](#)

[Evidence Source 3](#)

[Evidence Source 4](#)

GOALS OF THE PROJECT

To create long-term, quality affordable housing by acquiring properties and 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.

PERFORMANCE MEASURES

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

Significant Accomplishments:

This project is in the pre-development phase and housing units have not yet been developed. City staff worked with an outside consultant to create the operational framework for the Land Bank during the reporting period. On June 6, 2024, the City Council adopted a Resolution to establish the Land Bank.

TINY HOMES – DISTRICT 5

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-term Housing Security: Affordable Housing
Funding Amount:	\$6,704.00
Managing Department:	Planning and Development

Purpose:	The creation of a housing development with tiny homes to be used as non-traditional permanent affordable housing for those experiencing or at-risk of homelessness.
Qualified Census Tracts:	N/A
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

The project began with minimal expenses dedicated to the initial stages, primarily focusing on preparing environmental assessments and documents necessary for property mitigation. These documents were crucial to ensuring that all environmental concerns were addressed, and the project could proceed smoothly. However, as the City of Fresno assessed its priorities, it became clear that another project required immediate attention and resources.

Recognizing the urgent needs of the community, the decision was made to reallocate ARPA funding to this higher-priority project. This reallocation was guided by the overarching goal of maximizing the impact of available funds to address the most pressing challenges facing the city. While the initial project remains important, the strategic diversion of funds was deemed essential to meet the more immediate needs of the community, ensuring that the ARPA funds were used in the most effective and efficient manner possible.

TINY HOMES – NO PLACE LIKE HOME

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-term Housing Security: Affordable Housing
Funding Amount:	\$10,998.00
Managing Department:	Planning and Development
Purpose:	The creation of a housing development with tiny homes to be used as non-traditional permanent affordable housing for those experiencing or at-risk of homelessness.
Qualified Census Tracts:	45.04
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

The project began with minimal expenses for the initial phase, focusing on environmental assessments and necessary documentation for property mitigation. These steps were crucial for addressing environmental concerns and allowing the project to move forward smoothly. However, as the City of Fresno re-evaluated its priorities, it became apparent that another project needed immediate attention and resources.

In response to the community's pressing needs, the city opted to reallocate ARPA funding to this higher-priority project. This decision was made to maximize the impact of the funds by addressing the most urgent challenges. Although the initial project remains significant, the strategic shift in funding was essential to effectively meet the community's immediate needs and ensure the ARPA resources were used as efficiently as possible.

TINY HOME CONSTRUCTION PARTNERSHIP

DESCRIPTION

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-term Housing Security: Affordable Housing
Funding Amount:	\$849,209.00
Managing Department:	Planning and Development
Purpose:	To encourage accessory dwelling units by creating a partnership with Fresno City College to enable students to build tiny home units that will be utilized in the City of Fresno to provide affordable housing to low-income residents.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Progress

The City of Fresno wants to ensure residents have access to safe and habitable housing. The most recent federal Annual Performance Report on housing showed severe underproduction of homes for low-income families and the City needs to develop innovative partnerships to produce an increased number of affordable housing units while utilizing resources. Fresno City College (FCC) specializes in providing career technical education in the field of construction and FCC students have a history of building affordable housing for Fresno’s low-income residents. The City has placed a priority on encouraging the development of accessory dwelling units and tiny homes. Forging partnerships with CBOs that have career technical school programs will provide opportunities for the construction of units at competitive price points, while simultaneously providing valuable volunteer, workforce development, and trade training experience to its participants.

Currently, a contract is in place with State Center Community College District to begin construction of tiny homes within their career technical education training courses on the Fresno City College campus.

PROMOTING EQUITABLE OUTCOMES

This project will assist 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

<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

To enable Fresno City College students to build 24 tiny homes by September 30, 2026, to provide affordable housing to low-income residents.

PERFORMANCE MEASURES

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

LESAR CONSULTANTS

FUTURE HOUSING RELATED FUNDING RESOURCES

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$177,252.00
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:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-Term Housing Security: Affordable Housing
Funding Amount:	\$1,950,058.00
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.
Qualified Census Tracts:	6.01, 23
Project Status:	Complete

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.

PROMOTING EQUITABLE OUTCOMES

This project creates 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

To create long-term, quality affordable rental housing by acquiring properties, rehabilitating the rental units, and then leasing them to income eligible households at an affordable rent while holding title to the properties. This owner/operator structure will provide central Fresno communities with more control over how rental properties are operated, maintained, and preserved as affordable housing.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of affordable housings preserved or developed	17

Output Measures	Total
Amount of rental housing units acquired	17
Number of titles held on units in Central Fresno Neighborhood Trust	17

Outcome Measures:

- 17 affordable rental housing units provided

- 100% of units restricted for residents earning no more than 80% of the annual median income

Significant Accomplishments:

During the reporting period, this project acquired and rehabilitated 3 properties consisting of 17 rental housing units preserved for Low-Income housing for residents earning no more than 80% area median income.

BRAND HAVEN WATER TANK

Recovery Plan Category:	6- Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$2,700,000.00
Managing Department:	Planning and Development
Purpose:	Construction of water storage tank
Project Status:	Complete

DESCRIPTION

This project aims to enhance fire safety, ensure a reliable water supply, modernize infrastructure, and provide community assurance. Executed in phases, from planning to construction and installation, it will adhere to stringent quality control measures.

To meet fire flow design standards, the Fancher Creek Town Center Development will construct a water storage tank, booster pump station, and related water infrastructure. This project ensures a reliable water supply for fire protection and everyday use. The water storage tank will provide a dedicated reserve of water, designed for optimal capacity and durability. Its strategic location will facilitate efficient water distribution and quick emergency access. Additionally, new pipelines and upgraded existing ones will ensure efficient water distribution. Strategically placed valves and fire hydrants will facilitate quick access during emergencies. Advanced control and monitoring systems will oversee the entire infrastructure.

OFFICE SPACE – BANK BUILDING

Recovery Plan Category:	6- Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$500,000.00
Managing Department:	Planning and Development
Purpose:	The Garage 9 Renovation project will provide office space for City Planning and Development employees that have been displaced from City Hall due to an increase in staff positions resulting from the growing needs of the community that have been disproportionately impacted by the pandemic.
Project Status:	In Progress

DESCRIPTION

The Garage 9 Renovation project will provide office space for City Planning and Development employees that have been displaced from City Hall due to an increase in staff positions resulting from the growing needs of the community disproportionately impacted by the pandemic. Housing insecurity increased during the pandemic and the City aims

to increase the stock of affordable permanent and rental housing for extremely low-, very low- and low-income households. Additionally, COVID-19 presents a greater risk to those households that 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. Providing access to affordable permanent and rental housing will help mitigate the risk of COVID-19 by increasing overall housing supply and improving housing stability for tenants at risk of displacement and homelessness. In response to these impacts, the City increased its' Housing staff and seeks to provide additional workspace for staff members working directly with housing insecurity, affordable housing, and homelessness.

The project plans and specs have been fully approved by the City. On May 22, 2024, the project was advertised on Planet Bids. An on-site pre-bid meeting was held on June 12, 2024.

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:	\$238,616.00
Managing Department:	Planning and Development
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 facilitated the purchase of a mobile shower with multiple shower stall stations and restroom stations. The mobile shower is 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) is responsible for scouting readily accessible locations throughout the City to schedule the placement of the mobile shower. The mobile shower serves individuals experiencing homelessness and provides 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:

- 2,694 utilized services throughout the duration of the funding. Services are continuing using alternative funding moving forward.

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:	\$420,504.00
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 acquired 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 creates 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.

Significant Accomplishments:

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 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

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

Significant Accomplishments:

This program is ready for construction once a site becomes available. 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.

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 purchase, 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.

Significant Accomplishments:

This project is in development. To date, funds in the amount of \$2.5M have been expended to purchase the Sun Lodge.

VALLEY TEEN RANCH

SUPPORTIVE HOUSING FOR AT RISK YOUTH

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-Term Housing Security: Affordable Housing
Funding Amount:	\$2,800,000.00
Managing Department:	Planning and Development
Purpose:	The development of unimproved land into 96 units of permanent supportive housing for those experiencing homelessness and homeless youth or youth at risk of homelessness as part of the City’s objectives to reduce homelessness and increase housing stability.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Development

DESCRIPTION

As part of the California Department of Housing and Community Development’s (HCD) Project Homekey 3.0, the City has applied to receive grant funding and will partner with Valley Teen Ranch to develop 96 units of permanent supportive housing for those experiencing homelessness and homeless youth or youth at risk of homelessness. In addition to an anticipated Homekey 3.0 award, the City has committed up to \$2,800,000 in ARPA funds to the project. The development consists of the installation of modular units manufactured off-site, resulting in 95 one-bedroom units and 1 on-site manager’s unit. The City’s development project partner, Valley Teen Ranch, will oversee the development and will provide on-site supportive services and case management for all residents that choose to participate. The project 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. The anticipated construction start date is August 2023 with a completion date of June 2024.

PROMOTING EQUITABLE OUTCOMES

This project will serve those experiencing homelessness and homeless youth or youth at risk of homelessness. According to local Point in Time (PIT) surveys as well as national statistics, this population is disproportionately people of color. The local homeless community is unduly 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

There is strong evidence that providing permanent affordable housing for individuals and youth experiencing homelessness or at risk of homeless will assist with reducing homelessness, increase stability and improve the well-being of unhoused individuals/youth.

<https://fresnomaderahomeless.org/ces>

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

<https://fresno.legistar.com/LegislationDetail.aspx?ID=6180219&GUID=5DB32751-6E26-45A5-BD91-0673E71BFF50&Options=ID|Text|&Search=Valley+Teen+Ranch>

GOALS OF THE PROJECT

This project will provide housing and other supportive services to individuals and families that are experiencing homelessness and homeless youth or youth at risk of 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. Services provided through the supportive services program planned for this location include housing stability case management, peer support activities, mental health care, substance use services, behavioral health services, benefits and essential documentation benefits, education and employment services, and housing retention services. 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	In progress

Significant Accomplishments:

This project is in the process of development. In May 2024, plans were approved, and Permits were issued. Grading and pre-construction has begun on-site, and construction of the modular units has begun off-site.

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	6

Output Measures	Total
Number of requests for relocation benefits	6

Significant Accomplishments:

A tenant is eligible for relocation benefits when there is a condition in the rental unit that is a health and safety hazard, and the City determines the property must be posted against occupancy. The condition must not be the fault of the tenant. There have been two occasions where relocation benefits have been requested, for a total of six households receiving benefits.

On March 9, 2023, a tree fell into a two-bedroom apartment, and the tenants were displaced. The family consisted of a man, a woman, and their two children. The City provided them with relocation benefits.

On June 5, 2024, a house fire destroyed a sober living home with seven residents. Of those seven residents, five requested relocation benefits, and the City provided them. This program was able to ensure that these six households remained housed.

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
Number of households receiving eviction prevention services (including legal representation)	62

Output Measures	Total
Number of New Units, New Partner Landlords, utilizing the Incentives	98
Number of Housing Choice Voucher households served, and number successfully leased up	174
Complete accounting of deposits, and fee assistance provided	122
Complete accounting of damage repair fund claims, and vacancy loss payments	8
Number of individuals participating in tenant training, and successful completion numbers	225

Outcome Measures:

- Number of Housing Choice Voucher holders able to successfully lease-up: 174
- Number of partnering landlords through Fresno Housing Authority: 98

Significant Accomplishments:

During the reporting period, this project has contacted over 465 individuals and families in an effort to assist them with housing assistance. Approximately 225 individuals and families were enrolled in the VIP and completed the Resident Education program. During this reporting period, 174 individuals and families were housed. Below is a breakdown of incentives offered this quarter:

- Assisted 157 families with deposit assistance
- Assisted 83 people with application fee expenses
- Paid 98 owners' incentives for units in VIP

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:	\$331,228.00
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 three Light Equipment Operators and ten 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 develops with a weekly schedule.

PROMOTING EQUITABLE OUTCOMES

Every neighborhood in the city received the services. Areas in all districts were 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

Key Performance Indicators
The City has an immediate and continuous need for public nuisance abatement to reduce blight and public nuisance violations throughout the City of Fresno, which have increased as a result of COVID-19.
Expansion of the Abatement Team has allowed for an increase in efficient and effective completion of abatements throughout the City (over 112,000 square miles serving more than 500,000 residents) on a daily and yearly basis.

Output Measures	Total
Number of alleys cleaned	33 APN Books
Number of junk/rubbish cleanups	90
Number of weed abatements	79
Number of board-ups	252

Outcome Measures:

- Number of alleys cleaned (APN books) increased by 220% since June 30, 2023
- Number of junk/rubbish cleanups increased by 6% since June 30, 2021
- Number of weed abatements increased by 14% since June 30, 2021
- Number of board-ups increased by 158% since June 30, 2021

Significant Accomplishments:

Since inception in July of 2022, the Abatement Team has significantly expanded its equipment and capabilities. In addition to those measures set forth above, the team regularly assists with warrants and encampment cleanups.

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:	\$16,154,814.00
Managing Department:	PARCS
Purpose:	Acquisition, design, and construction 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 neighborhoods 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

Key Performance Indicators

Number of residents served within a ½ mile radius	Total
Peach Park	6,634
Van Ness & Weldon Park	4,520
Cary Park Play Structure	6,014
Wesley Park	7,076
Vinland Park Pickleball Court	7,750
Rotary East Pickleball Court	3,986
Vinland Park Restroom Upgrades	7,750
Multi-use Court at Lions Park	9,357
Wrought Iron Fence at Rotary Park West	8,162
Soccer Field Lighting at Koligian Park	5,032
Volleyball Court Lighting at Koligian Park	5,032
Community Garden and Dog Park	6,661
Skate Park Amenity at Manchester Park	5,776
Cary Park Bleachers	6,014
FMFCD Basins (total of 5 locations)	23,618
Granite Park - Dakota/Barton Property Acquisition	5,244
First and Clinton Property Acquisition	9,366
Reedy Park Improvements	7,064
Play Structure at Lafayette Park	5,437

Summary of the program to date, and any significant accomplishments through June 30, 2024:

Peach Park:

The City procured Blair Church & Flynn consultants to conduct community outreach and design Phase I of the 49-acre S. Peach Ave. Park at 2155 & 2021 S. Peach Ave, to include approximately 17 acres of the site which will be developed as a park with amenities based on community input. Outreach, site planning, and schematic design were completed in August 2023. Design development, permitting, and preparation of bid documents was completed in July 2023. The project will be advertised, awarded, and enter construction in November 2024 with construction completing in Summer 2025. Phase I of the park includes amenities determined by the community during the outreach process conducted in Phase I. The land is presently owned by the City of Fresno, having been acquired from the USDA in 2006 for the purposes of constructing a park.

Van Ness & Weldon Park:

On June 9, 2022, the City Council adopted a CEQA mitigated negative declaration, authorized a purchase and sale agreement for the property located at 2004 N. Van Ness Boulevard (APN 444-153-28S), and awarded a construction contract to Avison Construction, Inc. for the completion of the street improvements portion of the project. Avison completed the street improvements including the construction of on-street parking, removal of the right-turn lane, new curbs and sidewalks, and landscaping improvements to enable the construction of the new park. This work was substantially completed in fall of 2022. During this time, Krazan also removed underground storage tanks associated with the site's former use as an auto and gasoline station between 1947 and 1974.

Plans and specifications for the park portion of the project were prepared by Provost & Pritchard Consulting Group, Inc. A Notice Inviting Bids for construction of the park was published on October 5, 2022.

After going out to bid the contract was awarded through council on December 1, 2022. After the contractor submitted the required documents (bonding, insurance, etc.), they began demolition of existing structures on the site on April 24, 2023. The Contractor moved into work on grading, underground utilities, and concrete work in July of 2023 while waiting for delivery of play/fitness equipment.

Construction for the park began in July of 2023 and was substantially complete by December of 2023. There were several completion items that were delayed, and so the final completion of the park did not occur until May of 2024.

Cary Park Play Structure:

Cary Park was identified as an ideal location to replace the existing play structure. The design of the play structure has been completed and the consultant is currently in the Construction Document phase. Staff anticipate the building and safety permit review will take place in July 2024.

Wesley Park:

Negotiating the terms of acquisition of the park property were completed in April 2024 with property owner Wesley United Methodist Church and they are amenable to the sale. Phase I environmental analysis has also been completed by the firm Provost & Pritchard. Staff and plans are moving forward to purchase the property by August 2024. Current services/amenities offered at the park include after school programming at a modular community center, basketball courts, play structure, open turf play area, and community garden.

Vinland Park and Rotary East Pickleball Courts:

The Vinland Park and Rotary East Pickleball Courts are two separate projects that are running concurrently with a consolidated design process in order to be more cost effective and not duplicate administrative efforts. In December 2022, staff sent out a request for Statements of Qualifications (SOQs) via PlanetBids and published a notice in The Business Journal for design of pickleball court projects. Out of the four (4) SOQs received, Quad Knopf Inc. (QK) was determined the most qualified and most responsive based on the consultant interviews. The design and construction support services agreement were approved and executed in the amount of \$118,650.00 to Quad Knopf Inc. on June 22, 2023. The Notice to Proceed with Part 1 – Schematic Design Phase was sent to QK, effective June 27, 2023, with the due date to complete all schematic design services no later than November 9, 2023. An on-site design kickoff meeting including the City Staff and Consultant was facilitated on June 29, 2023. The design has been completed through Construction Documents, which have been submitted to the building and safety department for permitting approval. Staff anticipates releasing the bid advertisement for construction of the courts in September 2024 and awarding the construction contract in November 2024.

Vinland Park Restroom Upgrades:

This project was chosen because the public restrooms at Vinland Park, due to heavy use and vandalism, were in poor condition, including missing privacy doors between stalls, broken urinals, toilets, sinks, and dispensers. This project rehabilitated the restrooms by applying new paint to chipped surfaces; resealing the concrete floors; installing new toilets, urinals, sinks, soap dispensers, hand dryers, and toilet paper dispensers; and installing new privacy doors. This construction project has been completed and the rehabilitated restrooms were reopened to the public in May 2023.

Multi-use Court at Lions Park:

We are currently in the estimating phase of this project, moving towards construction procurement. The goal of this project is to update the surface of two tennis courts at Lion's Park to provide a multi-sport court system, along with updating the condition of the surfacing that is currently in place. Currently the two courts are striped for tennis only. The updated surfacing and striping will enable Futsal and Basketball to be played on one court, along with Tennis and Pickleball on the other court. This project will also include new basketball hoops, futsal goals, and tennis poles and nets.

Wrought Iron Fence at Rotary Park West:

We are currently in the Design phase of this project. We have contracted with the design firm Blair, Church & Flynn and once the design is complete, we will begin construction procurement. We plan to release the construction procurement request for bids in late 2024 and begin construction in early 2025.

Soccer Field Lighting for Koligian Park:

The soccer fields at the 7-acre Koligian Park currently do not have any lighting and therefore are only usable during daylight hours. The purpose of this project is to increase the usability of the soccer fields, so residents have a wider time period of opportunity to use them, particularly in the evenings during winter months when the sun sets around 5pm. This project is currently in the design phase, and we have received 30% of the designs.

Volleyball Court Lighting for Koligian Park:

The sand volleyball courts at the 7-acre Koligian Park lack lighting, making them usable only during daylight hours. The aim of the current project is to enhance the usability of these courts, allowing residents to play in the evenings, especially during winter when the sun sets around 5pm. The project is in the design phase, with 30% of the designs completed so far.

Community Garden and Dog Park:

This project funds only the design phase of the new park. The PARCS Department contracted with a community-based organization to conduct a survey of residents in the neighborhood surrounding the plot of land. The survey results revealed that residents were most interested in green space, seating, and small family play elements (i.e., playground equipment). The PARCS Department has also contracted with a designer to create the plans for the new pocket park based on the community input received. The design schematic is expected in the third quarter of 2024.

Skate Park Amenity at Manchester Park:

This project funds only the design phase of the new skate park. Staff facilitated two community meetings in the neighborhood of Manchester Park. The first meeting, held on 9/19/2023, had 11 residents in attendance, while the second meeting, held on 05/18/2024, had 22 individuals in attendance. Based on the community feedback received at these meetings, it was determined to replace the existing basketball courts at Manchester Park with a skate park. A design consultant for the project has already been selected through the competitive bid process and staff anticipate executing the contract for design in July 2024.

Cary Park Bleachers:

Cary Park contains baseball/softball fields, football field, soccer field, and tennis courts. Construction of ADA-compliant bleachers and an adjacent path to access the bleachers will allow more residents to safely and comfortably view sporting events taking place at the park. The project design phase is complete and has been submitted for building and safety review and permitting. The bid specifications are also complete and have been submitted to the City's Purchasing department for review, approval, and assignment of a bid date. We anticipate the bid and subsequent contract will be issued in quarter three of 2024.

FMFCD Basins:

This project funds the design phase of the basin amenities and alternative funding will complete the construction phase of the project. Desired amenities have been identified, including seating, irrigation conversions to potable water, sports field, and exercise stations. Staff released the Request for Qualifications in February 2024 to identify qualified design contractors and received responses in April 2024. The design consultant has been informally selected from among the respondents and negotiations are in process to finalize the scope of work and cost for the design project. Staff anticipates awarding the design consultant award in August 2024.

Granite Park Property Acquisition:

The City Council approved the acquisition of a 2.4-acre parcel at 4461 E. Dakota on September 29, 2022, and escrow closed in October 2022. Since then, the City has maintained regular maintenance of the property in anticipation of future amenity construction. Funding for this project was for the acquisition of the property with future alternative funding for the design and construction phases.

First and Clinton Property Acquisition:

Radio Park is a 7.5-acre park in Central Fresno that houses the Fresno Art Museum and contains a football/soccer field, baseball/softball field, and children's playground. The City is seeking to purchase a 0.45-acre parcel of land abutting the park's Northeast end. Staff has conducted a property appraisal on the property and has provided the appraisal to the property owner for review and consideration. No agreement to purchase the property has been made yet.

Reedy Park Improvements:

A consultant has been selected to evaluate the state of select facilities and recommend repairs to improve the safety and functionality of the park. This evaluation has been completed and we are currently using that data to begin procurement to select a contractor and complete the construction of the general facility improvements.

Lafayette Park Play Structure:

This project funds the design and construction of a new play structure at Lafayette Park to increase the number of residents who engage in healthy outdoor recreation at the park. The design has been completed and the consultant is working through some minor updates to construction documents. Staff anticipates the design will be submitted to City Building and Safety for permitting by August 2024.

ENHANCED STREET LIGHTING

DOWNTOWN BREWERY DISTRICT

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Funding Amount:	\$225,845.00
Managing Department:	Public Works

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

DESCRIPTION

This project provided 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 serves Downtown Fresno’s diverse residents, businesses, and visitors by providing enhanced streetlighting.

GOALS OF THE PROJECT

The goal of the project was to install additional and repair existing streetlights in frequently attended area of downtown Fresno. Lighting provides safety for pedestrians and customers attending local events.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Total capital expenditure, including pre-development costs.	\$225,845.00

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

Outcome Measures:
Improved safety through enhanced lighting for residents, businesses, and visitors.

Significant Accomplishments:
The project included the installation of 47 streetlights and repair of 9 streetlights. The project greatly enhanced the street lighting in the area.

CITY INFRASTRUCTURE

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$29,119,866.00
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, installation of pavement markings in accordance with Manual on Uniform Traffic Control Devices and improved downtown lighting. These improvements will provide needed infrastructure for residents in various neighborhoods. Locations of improvements include:

- Council District Infrastructure
- Paving at Gettysburg/First/Fairmont/Millbrook Neighborhood
- Paving at Dakota/Shields/First/Fresno Neighborhood
- Paving Echo Avenue between McKinley and Olive
- Paving at Fresno/First/Gettysburg/Ashlan Neighborhood
- Paving at Fruit from Clinton to Dakota
- Paving at Herndon/Alluvial/Van Ness/West Neighborhood
- Paving at Dakota/First/Cedar Neighborhood
- Paving at Kings Canyon/Maple/Tulare/Chestnut Neighborhood
- Paving at Weber Ave to Camp Pashayan
- Paving on Van Ness
- Repaving at Chestnut/Olive/Maple/Whitney Neighborhood
- Fresno High Area Roadwork Maintenance
- South Tower District Roadwork Maintenance
- Kearney Frontage Roadwork Maintenance
- Left Turn Phasing at W. Shaw and Feland
- Downtown overhead String LED Lighting
- Wishon Traffic Circles

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:	\$396,612.00
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

This project consisted of the installation of residential speed humps on neighborhood residential streets to provide traffic calming and minimize speeding traffic.

PROMOTING EQUITABLE OUTCOMES

This project serves multiple neighborhoods within the city of Fresno and provides the residents and visitors within the neighborhoods with a safer environment.

GOALS OF THE PROJECT

The goal was to improve traffic and pedestrian safety, create more livable neighborhoods through reduction of traffic speeds.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Total capital expenditure, including pre-development costs	\$396,612.00

Output Measures	Total
Number of speed hump sets being installed	41

Outcome Measures:

The Residential Speed Humps Project aimed to enhance traffic and pedestrian safety across multiple neighborhoods in Fresno by installing speed humps as traffic calming devices. The project aimed to reduce the average vehicle speed, thereby minimizing the risk of accidents and enhancing overall safety. A reduction in traffic collisions within one year is targeted, underscoring the project's focus on safety improvement. Changes in traffic volume on streets with new speed humps will also indicate effective traffic calming.

Significant Accomplishments:

Speed humps were constructed as traffic calming devices in various neighborhoods throughout the city. The work also included pavement markings at each set of speed humps.

CONCRETE REPAIR IN ROWELL NEIGHBORHOOD

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Funding Amount:	\$46,700.00
Managing Department:	Public Works
Purpose:	Provide long lasting infrastructure for residents within the community.
Qualified Census Tracts:	6.02
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

With this funding we were able to complete needed repairs to concrete curbs, gutters, and sidewalks in the Rowell neighborhood providing residents with adequate, walkable paths of travel promoting health and safety for all in the community.

PROMOTING EQUITABLE OUTCOMES

This project serves the Rowell neighborhood within the city of Fresno and provides the residents and visitors within the neighborhood with a safer environment.

GOALS OF THE PROJECT

The goal of this project was to restore and construct ADA compliant paths of travel and restore damaged drainage infrastructure.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Total capital expenditure, including pre-development costs	\$32,000.00

Output Measures	Total
Linear feet of sidewalks repaired	200
Linear feet of curbs/gutters repaired/installed	130
Number of driveway approaches installed/repaired	0

Outcome Measures:

The project prioritized equitable outcomes by specifically serving the Rowell neighborhood, ensuring that all residents, including those with disabilities, benefit from the improved infrastructure. The project achieved significant accomplishments by ensuring that all repaired paths met ADA standards, thus enhancing accessibility for everyone in the community. Improved walkability was a major outcome, with the repaired sidewalks providing smooth and safe pathways. Enhanced drainage from the newly installed curbs and gutters reduced flooding risks, addressing previous water accumulation issues. Overall, the project significantly improved community health and safety by increasing pedestrian activity and reducing accidents related to damaged infrastructure. It ensured equitable access, particularly benefiting residents with mobility challenges, thus contributing to a safer, more accessible, and healthier environment for all.

Significant Accomplishments:

Project is now complete. The project included repairs to the existing concrete infrastructure including curbs, gutters and sidewalks.

LITTER ABATEMENT AND PRESSURE WASHING IN CHINATOWN

Recovery Plan Category:

2 – Negative Economic Impacts

Expenditure Category:

2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Funding Amount:	\$100,000.00
Managing Department:	Department of Public Utilities
Purpose:	Litter abatement and pressure washing in Chinatown
Qualified Census Tracts:	3
Use of Evidence:	N/A
Project Status:	In Progress

DESCRIPTION

The timeline for this project is anticipated to be completed within a year and a half with completion by June 2025. This project will consist of a daily litter abatement for four hours a day and weekly pressure washing on Thursdays and as needed in Chinatown. Staff assigned to this project include a Utility Lead worker and laborer; we will also utilize community service workers/Adult Offenders.

PROMOTING EQUITABLE OUTCOMES

Chinatown neighborhood is in the downtown area and serves the public.

GOALS OF THE PROJECT

To service the Chinatown area with litter abatement daily and pressure wash areas weekly.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of residents served within a ½ mile radius	896

Output Measures	Total
How many days of litter collection has been completed	354
How many days of pressure washing has been completed	49

Outcome Measures:

- 304.58 lbs. of litter collected have been collected since the start of the project.

Significant Accomplishments:

A dedicated staff for Chinatown litter abatement and pressure washing is available 7 days a week (less holidays), for at least 4 hours a day. Pressure washing is completed at least once a week on Thursdays, for a full day and as needed. This allows for a quick and efficient response time. The area is generally clear of litter from daily servicing and monitoring, which maintains the cleanliness.

BEAUTIFY FRESNO RESOURCES

LITTER CONTROL VEHICLES

Recovery Plan Category:	2 – Negative Economic Impacts
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Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
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.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	Complete

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. The cost of removal is a financial burden on the City and local taxpayers. The City 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. This initiative is 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 was a need to purchase additional litter control vehicles to expand on those services to operate a comprehensive litter abatement team.

This funding allowed 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 allowed Beautify Fresno to hire more sanitation workers for improved service, thereby 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:	\$479,808.00
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

This funding allowed for repairs to concrete curbs, gutters, and sidewalks in the Rotary Park neighborhood. This provided 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

To 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	\$479,808

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

Outcome Measures:

Increased walkability and safety for residents in the surrounding neighborhoods along with patrons that visit and utilize the park amenities. This creates a safe and aesthetically pleasing area for all to enjoy.

Significant Accomplishments:

Repaired 2000 linear feet of sidewalks, 1,850 linear feet of curbs/gutter and 20 driveway approaches.

RENZI ART RESTORATION AND PRESERVATION

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$40,000.00
Managing Department:	City Attorney’s Office
Purpose:	Removal and restoration of Renzi mural
Project Status:	In Progress

DESCRIPTION

This project consists of the removal, restoration and relocation of the Renzi mural. This mural was originally located on a piece of property that was destroyed by fire in 2022. Thankfully this piece of art was not badly damaged and was determined salvageable with restoration efforts. Once complete, the mural will be reinstalled at a location in District 7 for all residents to visit and enjoy it.

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 were required to comply with mandatory isolation protocols which resulted in an 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:	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 costs for training personnel, 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:	\$588,409.00
Managing Department:	Fire Department
Purpose:	Installation of gates and fences and station repairs
Project Status:	In Progress

DESCRIPTION

This funding was used to pay for perimeter fence repairs and facility repairs at multiple fire stations. Damaged fences allowed unauthorized individuals access to the station's power boxes, water supply and equipment storage facilities creating risks to fire personnel and the unauthorized individuals. 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 RADIO EQUIPMENT

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$231,998.00
Managing Department:	Fire Department
Purpose:	To outfit fire fighter staff with the required safety communications radio equipment and accessories to perform their day-to-day duties.
Project Status:	Complete

DESCRIPTION

Communication is one of the most often cited reasons for firefighter injury and death at a fire scene. To ensure effective communications on emergency incidents is maintained, new radios were purchased to replace worn or damaged equipment that was no longer repairable.

FIRE STAFF PERSONAL PROTECTIVE EQUIPMENT

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$350,000.00
Managing Department:	Fire Department
Purpose:	Replacement of Protective Gear
Project Status:	In Progress

DESCRIPTION

This project was funded to replace existing Personal Protective Equipment (PPE) that has a 10-year expiration date in calendar year 2023. The funding was for 100 sets of turnouts for fire department personnel which consist of pants and coats.

BALLISTIC VESTS AND HELMETS FOR FIRE RIGS

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$127,982.00
Managing Department:	Fire Department
Purpose:	To equip all fire rigs with ballistic vests and helmets so fire personnel may enter a warm zone to assist.
Project Status:	In Progress

DESCRIPTION

The Fresno Fire Department along with the Fresno Police Department have an agreement that recommends fire personnel enter the “warm zone” to support the rapid triage, treatment, and extrication of the wounded, when possible, with the proper ballistic protective equipment. The Fresno Fire Department currently lacks the equipment to perform these types of rescues.

This project will replace four sets of National Institute of Justice certified, Level 3 Ballistic vests and helmets on all front-line fire apparatus as well as one set for the administrative officers who would respond to these incidents.

PUBLIC SAFETY TRAINING

FIRE DRILL SCHOOLS 1 & 2

Recovery Plan Category:	3 – Public Health-Negative Economic Impact: Public Sector Capacity
Expenditure Category:	3.3 - Public Workforce: Other

Funding Amount:	\$2,928,512.00
Managing Department:	Fire Department
Purpose:	Personnel costs for First Responder (public safety) personnel.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

Funding paid 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

POLICE HEADQUARTERS

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$3,500,000.00
Managing Department:	Police Department
Purpose:	To alleviate the asbestos and resolve the HVAC issues in the building.
Project Status:	In Progress

DESCRIPTION

The Police Headquarters building was built in the early 1940s. In 1998, the City of Fresno Department of Facilities contracted with a vendor to perform asbestos abatement and concealment in the building as well as other upgrades. Since the last upgrade, 24 years ago, critical repairs to the building and HVAC system are needed to alleviate asbestos and resolve the HVAC issues in the building. In addition, the installation of security cameras to provide safety and security of the building and personnel assigned to it. A vendor has not been selected for any anticipated upgrades; however, projects are anticipated to start over the next six months. Other police department facilities that completed building repairs were the Southwest Policing District and Police Department Annex building.

The various projects at Police Headquarters are ongoing and with input from both the Mayor and City Manager other critical projects will be identified.

METRO BIKE PATROL E-BIKES

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$162,660.00
Managing Department:	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

To purchase 25 E-Bikes for use by the department's Metro Bike Team (MBT). The MBT patrols areas within the five policing districts – Southwest (downtown Fresno), Central (Tower District), Southeast (Kings Canyon Corridor), Northeast (El Dorado Park) and Northwest (Shaw Corridor, including Fairmont and Holt, Marks and Shaw). The equipment purchased is being used on a consistent basis, weather permitting. Having E-Bikes allows the officers to patrol in areas that are inaccessible to vehicles.

POLICE EXPLOSIVE ORDNANCE DISPOSAL UNIT EQUIPMENT

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$72,000.00
Managing Department:	Police Department
Purpose:	EOD Bomb Suits are needed to replace old, out-of-date suits that are beyond their useful life. Failure to have current bomb suits will prevent members of the EOD Unit from responding to bomb calls or the ability to assist other special units, such as SWAT without this required personal protective equipment.
Project Status:	Complete

DESCRIPTION

Explosive Ordnance Detection (EOD) Bomb Suits are worn by officers certified as bomb technicians and assigned to the EOD Unit. Currently seven officers/sergeants are assigned to the unit. They train with officers assigned to Special Weapons And Tactics (SWAT) and the Fire Department as there are occasions where all are deployed on a critical incident call.

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

Funding is utilized 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 priorities and both the Chief and Mayor set a goal of hiring 120 additional officers. Hiring new officers requires sufficient safety equipment be purchased in order to outfit these officers to sufficiently and adequately perform their duties while providing a necessary level of protection for both the officer and the public. The equipment includes police radio communications equipment and related accessories. The funds enables the department to purchase 328 portable police radios and related accessories in various stages due to supply shortages and replaces 20+ year old equipment that was beginning to fail regularly.

POLICE SWORN STAFF CELLULAR PHONES

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$165,100.00
Managing Department:	Police Department
Purpose:	To provide police officers with cellular phones
Project Status:	Complete

DESCRIPTION

Technology has been incorporated into the law enforcement profession and national best practice for law enforcement now recommends the issuance of cell phones to all sworn officers. The department meets this standard by providing all 655 sworn officers with cellular phones. The new standard will streamline Axon body worn camera functionality and services as well as benefit the Department's communications, operations, and investigations units.

POLICE CAR COMPUTERS

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services

Funding Amount:	\$242,500.00
Managing Department:	Police Department
Purpose:	Car computers are needed to replace old, out-of-date computers that does not have adequate software support and antivirus software that no longer receives version updates.
Project Status:	In Progress

DESCRIPTION

Patrol car computers are an essential piece of equipment for officers. Car computers enable officers to respond to calls for service efficiently. In addition, car computers provide the ability for Emergency Services Dispatchers to provide critical information to officers enroute to calls for service. They are also utilized as the source and locations for report writing by the officers. The car computers are also needed to modernize the fleet, which will allow officers to conduct patrol in an efficient and safe manner as it is able to run our new Computer Aided Dispatch system Axon and related programs without the issues that the old equipment.

POLICE SWORN STAFFING RETENTION

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$14,751,500.00
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:	\$5,323,778.00
Managing Department:	Police Department
Purpose:	For police vehicle acquisitions, to support increased staffing for police to help mitigate the increased criminal activity.
Project Status:	Complete

DESCRIPTION

The funding enabled the department to acquire 63 new vehicles via leasing. The breakdown of 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). The 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:	\$272,400.00
Managing Department:	Police Department
Purpose:	Maintenance and repair at the Police Regional Training Facility
Project Status:	Complete

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. The RTC hasn't had significant updates since it opened over 10 years ago and was in need of repairs to the RTC track and landscape along with equipment to move efficiently on the grounds of the RTC. Repairs to the track, foundation, landscape, and the replacement of utility vehicles used by personnel assigned to the RTC will be made.

SKYWATCH

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1-Provision of Government Services
Funding Amount:	\$140,305.00
Managing Department:	Police Department
Purpose:	Purchase of new Police Department Helicopter
Project Status:	In Progress

DESCRIPTION

Funding was allocated to perform critical repair work to one of the department's two helicopters. Both helicopters are over 20 years old and currently there is not a vendor who makes the parts; thereby requiring the parts to be manufactured when needed. The Epicyclic overhaul (top portion of main rotor gearbox) of N514JD helicopter needs replacing and failure to provide required maintenance will potentially ground the helicopter. The new Epicyclic has been received and is currently being installed by the Skywatch mechanics. Due to the extreme heat the mechanics must work overnight hours. While the epicyclic is being replaced required Federal Aviation Administration (FAA) maintenance will also be performed.

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 is 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) is connecting 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 25 at-risk youth ages 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 youths previously served by approximately 60%. This evidence-based intervention is a form of violence interruption.

Hope Now for Youth (\$130,000) – The 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 funding 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 Request For Proposals procurement process 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 the capacity of Violence Intervention Specialists in Fresno.

PROMOTING EQUITABLE OUTCOMES

The target population to being served is 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 has created a logical model that outlines the program's overall goals, objectives, activities, outputs, and outcomes. This logic model provides a comprehensive framework for understanding how the program is expected to work and achieve its intended impact. Additionally, the consultant has developed individual logic models for each of the grantees funded under the VIPI program. These logic models 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 serves 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.
7. **Overall,** the evaluation report provides a comprehensive analysis of the program, including its logical 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 youth enrolled in secondary education courses	37
Number of youth enrolled in post-secondary education courses	50

Output Measures	Total
Number of enrollees for Dual Enrollments at Alice Worsley High School	37
Number of enrollments of in-custody youth at the Juvenile Justice Campus	47
Number of youths enrolled at Fresno City College	50
Number of new partnerships with other post-secondary college	3

Outcome Measures:

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.

The input goal in the Logic Model was to enroll 20 youth with a history of gang/system involvement.

A total of 55 program participants were enrolled in the PTO program for the duration of the grant. A total of 4,400 hours was invested in Programming.

Significant 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.

Focus Forward exceeded their input goal for the P2O program. Furthermore, Focus Forward had a goal to distribute pre and post surveys to their program participants with a 50% (10 surveys) completion rate to measure the impacts of their program. They also exceeded this goal and collected more

Consistent with the Logic Model, program participants enrolled in both high school and college courses, received mentoring for post-secondary pathways, and benefited from wraparound services. Focus Forward highlighted that case management, barrier removal, academic support, goal setting, and advocacy services were key to the program's success. Additionally, mentorship from master's level interns from local universities helped improve retention and overall collegiate success. With this ongoing support, some students even made the Dean's Academic Honors List.

Hands On Central California/Fresno Street Saints

Key Performance Indicators	Total
Number of youth enrolled in Educational Enrichment program	211
Number of youth enrolled in the Community Liaison Mentoring/Safe Passage program	40

Output Measures						Total
Number of participants enrolled						251
Number of referrals made						0
Number of families participating						0
Number of participants supported						251
Number of hours of support by unique participant						16,176
Number of safe passages provided						40
Participants by Race						
Hispanic/Latino	African American	Asian/ Pacific Islander	East Indian	Caucasian	Other/Declined to State	
188	47	13	0	30	155	
Participants by Gender						
Male		Female		Declined to State		
124		127		0		

Outcome Measures:

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.

The input goal in the logic model was to enroll 200 youth ages 5-18 in the Educational Enrichment Program (Program 1) and 110 youth from middle and high school in the Community Liaison Mentoring/Safe Passage Program.

Significant 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 after-school 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.

A total of 211 program participants were enrolled in the Educational Enrichment Program (Program 1) and 40 participants in the Community Liaison Mentoring/Safe Passages Program (Program 2) for the duration of the grant. A total of 15,808 hours were invested in Program 1 and 293 hours in Program 2.

Handson Central California Fresno Street Saints exceeded their goal for Program 1 but did not achieve their goal for Program 2.

Resiliency Center

Key Performance Indicators	Total
Number of youth enrolled in the Street Outreach and Training Tools Program	298
Number of youth enrolled in the Therapeutic Intervention Services Program	1

Output Measures	Total
Number of unique participants trained	279
Number of unique participants receiving debriefing	19
Number of individuals referred	1
Number of individuals receiving services	1
Number of hours of services by unique individual	3

Participants by Race

Hispanic/Latino	African American	Asian/Pacific Islander	American Indian	Caucasian	Other/Declined to State
1	0	0	0	0	0

Participants by Gender

Male	Female	Declined to State
0	1	0

Outcome Measures:

Logic Model Outputs for The Resiliency Center included analyzing data and community-based organization referrals to show an increase in engagement with mental health services in Southwest Fresno, offering a six-hour course “Integrating Trauma-informed Care into Practice” to RFP partners, providing up to 1,040 hours of therapeutic intervention to violence impacted youth and adults, and providing critical incident street debriefings to all agencies in the Violence Intervention and Prevention grant.

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.

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.

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 client's 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.

Significant Accomplishments:

Through the Street Outreach and Training Tools Program community-based organizations and other grantees were offered Trauma-Informed training and Critical Incident Stress Debriefing. The Trauma-informed training consisted of three two-hour sessions focused on foundational knowledge, a collective vocabulary, and lens for effectively working with people in the community. Equipping agencies to serve the community is a critical component of effective street outreach.

A total of 298 participants participated in the Street Outreach and Training Tools Program (Program 1) and there was 1 participant in the Therapeutic Intervention Services Program (Program 2) for the duration of the grant. A total of 33 hours were invested in Program 1 and 3 hours in Program 2.

Their goal was to offer 60 hours to the Violence Intervention and Prevention Initiative (VIPI) partner organizations for Program 1 and 1,040 hours to violence impacted youth and adults for Program 2. The Resiliency Center partially achieved the logic model's output goal for Program 1 but did not meet the output goal for Program 2.

The main challenges faced through multiple quarters of the grant were connecting to other VIPI grantees for Program 1. For Program 2, receiving individual referrals including from other VIPI grantees, remained an obstacle throughout the grant's duration. Resiliency Center reported this challenge was likely due to the stigma associated with referring clients for mental health services, the lack of relationship/rapport between the agency and their clientele needed to make such referrals, and issues with how referrals were communicated and tracked.

To counter these challenges, continuous outreach efforts were made to connect and build relationships with VIPI grantees. During training, the issue regarding individual referrals was addressed and best practices were shared, which were well received as many grantees expressed discomfort and lack of confidence in approaching clients about referrals. Additional outreach efforts were expanded to establish partnerships with K-12 schools in the SW Fresno and Central areas, as well as with other community-based organizations.

Trauma Research

Key Performance Indicators	Total
Number of participants enrolled in the Hospital Based Violence Intervention Program	29

Output Measures	Total
Number of referrals to outside services	2
Number of needs addressed	0

Number of engagements with VIS					29
Number of support group sessions attended					0
Number of assessments completed					29
Number of tools in toolkit					0
Participants by Race					
Hispanic/Latino	African American	Asian/Pacific Islander	American Indian	Caucasian	Other/Declined to State
11	9	0	0	9	0
Participants by Gender					
Male		Female		Declined to State	
18		3		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 everyone'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 everyone's unique circumstances. Moreover, these assessments also served as essential benchmarks to measure the program's overall effectiveness and ensure continuous improvement.

The input goal in the logic model was to enroll 45 Community Regional Medical Center (CRMC) participants aged 12 to 40 in both programs.

Significant Accomplishments:

A Total of 29 participants were enrolled in the Hospital Based Violence Intervention Program (Program 1) and 0 in the Therapeutic Intervention Support Groups for the duration of the grant. A total of 196 hours were invested in program 1. Trauma Research Educational Foundation Fresno (TREFF) did not reach their input goal but provided 1:1 support to help interrupt the cycle of retaliation that occurs in response to violent crime. Services were provided to some of the most at-risk individuals.

One challenge that limited TREFF's ability to reach additional violence impacted/wounded parties was enrolling participants during nightshifts and weekends (high-risk hours) due to staffing and recruiting staff for Program 2. To address participant enrollment challenges program requirements were expanded to other CRMC departments to cast a wider net. tracking databases were established to effectively follow-up with potential participants who may have been missed due to staffing issues during high-risk hours, and further staff recruitment efforts were made.

Hope Now for Youth

Key Performance Indicators	Total
Number of youth enrolled in the Social Enterprise Street Food Business	56
Number of participants in Case Management, Workforce Development, Workforce Experience and Job Placement Program	103

Output Measures	Total
Number of mobile vendors enrolled in the program	56
Number of graduated from the 4-week Workforce Development program	24
Number of people that received workforce experience	80
Number of hours of workforce programming provided	2,366.5
Number of participants placed in jobs	50
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
56	40	4	5	7	2

Participants by Gender (Start of grant to June 30, 2023)

Male	Female	Declined to State
114	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.

The input goal included in the logic model was to reach 15 system-impacted men ages 16-39 for Program 1 and 25 with the same target audience for Program 2.

Desired outcomes in the logic model include improved work/career readiness, 75% of program participants graduating from the program, 75% of program graduates obtaining jobs for at least 6 months, and a reduction in incarceration and re-incarceration for 50% of program participants.

As part of the close out process, outcomes and program impacts are being evaluated by a third-party evaluator.

Significant Accomplishments:

A total of 56 participants were enrolled in the Social Enterprise Street Food Business (Program 1) and 103 participants in the Case Management, Workforce Development, Workforce Experience and Job Placement Program (Program 2), of which 45 participants were enrolled in both programs for the duration of the grant. A total of 2,366.5 hours were invested in programming of which 154 sole hours were for Program 1 and 292 sole hours for Program 2, with a total of 1,920.5 hours spread over both programs.

Hope Now For Youth exceeded their input goals for both programs. Furthermore, they had a goal to distribute pre and post surveys to their program participants with a 50% completion rate (20 surveys) to measure the impacts of their program. They also exceeded this goal and collected significantly more.

Fresno Economic Opportunities Commission – Advance Peace

Key Performance Indicators	Total
Number of youth enrolled in the Street Level Outreach Program	60
Number of youth enrolled in the Junior Fellowship Program	25

Output Measures	Total
Number of events	70
Number of people reached	196
Number of conflicts mitigated	201
Number of unique participant referrals	96
Number of completed LifeMaps	29

Participants by Race

Hispanic/Latino	African American	Asian/Pacific Islander	East Indian	Caucasian	Other/Declined to State
14	33	0	0	0	0

Participants by Gender

Male	Female	Declined to State
33	14	0

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.

The input goal in the logic model was to enroll 60 youth aged 9-17 for the Street Level Outreach Program (Program 1) and 25 same aged youth for the Junior Fellowship Program (Program 2). For the Junior Fellowship Program, the desired outcome was providing career and educational opportunities.

Significant Accomplishments:

A total of 149 youth was reached through Program 1, and 47 participants were enrolled in Program 2. Advance Peace exceeded their goals for both programs.

Boys and Girls Club of Fresno County					
Key Performance Indicators					Total
Number of workers enrolled in sectoral job training programs					42
Output Measures					Total
Number of participants					888
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	American Indian	Caucasian	Other/Decline to State
395	287	20	20	39	127
Participants by Gender (Start of grant to June 30, 2023)					
Male		Female		Declined to State	
517		371		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, helping 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

The input goal in the Logic Model was to enroll 40 youth ages 13-18 in the Junior Staff Internship Program (Program 1), 52 youth ages 14-18 in the Keystone Club (Program 2), 38 youth ages 11-18 in the Phoenix Prevention Program (Program 3), and 234 youth ages 6-18 in the Triple Play Program (Program 4).

Significant Accomplishments:

A total of 888 youth received services as part of various programs – more than double the original goal of serving 364 youth. A total of 42 participants were enrolled in Program 1, 130 participants in Program 2, 79 participants in Program 3, and 637 in Program 4 for the duration of the grant. A total of 1,174 hours was invested in Program 1, 445 hours in Program 2, 289 in Program 3, and 6,388 hours in Program 4; totaling 8296 programming hours.