



Recovery Plan

State and Local Fiscal Recovery Funds

2025 Report

City of Fresno
2025 Recovery Plan

CONTENTS

General Overview	2
Executive Summary	2
Uses of Funds	2
Promoting Equitable Outcomes	3
Community Engagement.....	4
Labor Practices	5
Use of Evidence	6
Table of Expenses by Expenditure Category	6
Projects by initiative	8
Community Partnerships.....	9
Continuity of City Services.....	75
COVID-19 Mitigation and Prevention.....	79
Housing and Homeless Support	80
Investment in Neighborhoods.....	107
Public Safety	126

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

- ACC - Building Upgrades
- AA - Capital improvements
- ABIRC - Crop buyback program
- BF - Informational Series
- BGCF - After school programs
- BTC - Housing services
- BW - Digital empowerment
- CF - Arts and Culture projects
- CLF - Debt Relief Assistance Program
- CVCSN - Child Care Vouchers
- DU - LGBTQ+ & BIPOC programs
- EOC - LGBTQ+ Resource Center
- EPU - Early Intervention program
- FAHF - Eviction Protection Program
- FAHF - Facade improvements
- FAHF - Small Business Assistance
- FCC - Security Camera program
- FMBCC - Small Business Support
- FMM - Healthy food and Community Hub
- FPNW - Program Expansion
- HOPE - Small Business Assistance
- KLMI - Legislative Internship Program
- LGBTCN - Empower Youth Initiative
- LFC - Dolly Parton Imagination Library
- MMC - Domestic Violence Services
- NI - Workforce Training
- OLS - Legal Services for LGBTQ+ Immigrants

Community Partnerships, cont.

- SCV - Gas & Electric Reduction project
- SJVMA - Workforce Training
- Trans-E-Motion - TGI Health & Wellness program
- UHC - Facility Construction
- VDC - Building Upgrades

COVID-19 Mitigation and Prevention

- City of Fresno Employee Testing

Investment in Neighborhoods

- City Infrastructure
- Parks - Creation and Improvement of Outdoor Green Spaces
- Additional Resources for Code Enforcement
- Beautify Fresno Resources - Litter Control Vehicles
- Enhanced Streetlighting Downtown
- Real Estate Purchases for Parks
- Traffic Calming Program
- Litter Abatement & Pressure Washing - Chinatown
- Renzi Art Restoration & Preservation

Housing and Homeless Support

- Affordable Housing - Conversion and Rehabilitation of Clarion Motel, Sun Lodge and Step Up on 99 Motel
- 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
- Valley Teen Ranch - At Risk Youth Housing
- SWFDC - Homeownership Assistance
- Tenant Relocation Benefits - Rental Housing Support
- Voucher Incentive Program - Rental Housing Support

Public Safety

- 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

Continuity of City Services

- Administrative expenses
- City Employee Retention/Essential Worker Pay
- Water Tower Improvements
- MSC Electrical Overhaul
- Tablets for Inspectors

REVENUE REPLACEMENT

Staff have 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 have 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 have¹ 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 the City use a Project Labor Agreement (PLA) for any City capital project with a bid value of over \$1,000,000. A formal PLA between the City and various trade unions was formalized on September 29, 2021. The PLA details various working conditions, hiring practices, wages, 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	\$751,987.50
1.6	Medical Expenses (including Alternative Care Facilities)	\$5,000,000.00
1.8	COVID-19 Assistance to Small Businesses	\$500,000.00
Community Violence Interventions		

Category		Cumulative expenditures to date (\$)
1.11	Community Violence Interventions	\$775,348.63
2	Expenditure Category: Negative Economic Impacts	
Assistance to Households		
2.2	Household Assistance: Rent, Mortgage, and Utility Aid	\$873,840.00
2.10	Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment support or incentives)	\$1,578,040.00
2.11	Healthy Childhood Environments: Childcare	\$962,587.12
2.15	Long-Term Housing Security: Affordable Housing	\$12,648,352.02
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	\$1,014,006.00
2.18	Housing Support: Other Housing Assistance	\$2,652,500.00
2.22	Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	\$11,354,937.84
2.23	Strong Healthy Communities: Demolition and Rehabilitation of Properties	\$631,227.90
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	\$1,366,023.92
2.32	Business Incubators and Start-Up or Expansion Assistance	\$817,935.65
2.33	Enhanced Support to Microbusinesses	\$1,100,000.00
Assistance to Non-Profits		
2.34	Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)	\$3,403,471.03
3	Expenditure Category: Public Health-Negative Economic Impact: Public Sector Capacity	
General Provisions		
3.3	Public Sector Workforce: Other	\$8,563,353.03
6	Expenditure Category: Revenue Replacement	
6.1	Provision of Government Services	\$74,849,716.18

Category		Cumulative expenditures to date (\$)
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:	Complete

DESCRIPTION

Due to the economic impact from COVID-19, the Armenian Cultural Center was unable to make much needed updates and renovations to facilities located on their campus, which impacted 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 were 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	1

Output Measures	Total
Number of people visiting and using the facility weekly	50-500
Number of community meetings and programs taking place at the facility weekly	5-10

Outcome Measures:

From the start of receiving the funding in 2023, the Armenian Cultural Center made significant improvements to the facility. These improvements can be found in Section 4 below. Having made these much-needed repairs to the facility, it has allowed our community organizations to expand on the services and mission that each organization provides. It has allowed for modernization of functionality during meetings, community events, or fundraisers. It has expanded the use of the kitchen, eliminating logistical challenges prior to having the necessary kitchen and equipment to fulfill our event requirements. This grant has been a much-needed resource for not just the Armenian community but the entire Fresno community and specifically downtown Fresno.

Significant Accomplishments Include:

- Kitchen Upgrades – Includes new appliances, walk-in refrigerator, lighting and electrical upgrades and flooring
- HVAC replacement and repairs
- Upgraded Security System
- Staging Upgrade
- Security Iron Rods for exterior
- Technology Upgrades

ARTE AMÉRICAS

CAPTIAL 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 was 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:	Complete

DESCRIPTION

The Arte Américas facility is 112 years old and needed structural evaluation and attention. ARPA capital enabled 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 enabled 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 plans 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

Key Performance Indicators	Total
Number of small businesses served	1
Output Measures	Total
Total number of people visiting and using the facility from 2023 to date	15,441
Total number of community meetings and programs held at the facility from 2023 to date	120
Increased marketing and outreach efforts (social media, surveys, and questionnaires). How many marketing materials were created/sent?	16,570
Collection of impact testimonials from facility visitors. How many testimonials were collected?	134

Outcome Measures:

- 329% increase in the number of visitors to the facility from the previous year
- 100 community meetings or programs that took place
- Social media tracking increased by 75% and social media visits increased by 75% on Facebook and 40% on Instagram
- 1,714 % of impact testimonials by visitors increased to the facility during this period.

Significant Accomplishments:

Arte Americas has made remarkable strides throughout this program, marked by key leadership hires, extensive infrastructure upgrades, and enhanced community engagement. Significant repairs and upgrades have been undertaken to ensure the safety and efficiency of the facilities, including fire safety improvements, electrical upgrades, HVAC installation, critical roof repairs, and the activation of a new solar panel system. These efforts reflect Arte Americas' commitment to sustainability, safety, and community involvement.

Leadership and Staff Expansion:

- Hired an Executive Director (March 26, 2023) and a Facilities Manager (March 6, 2023).
- Added seven new hires and two temporary interns to the team throughout the program.
- In total, \$353,165.2 went into Capital Improvements, \$26,442.56 into administrative and overhead costs, and \$33,567.24 went into direct support and personnel, totaling \$413,175.

- **Safety and Infrastructure Improvements:**
 - Updated fire sprinkler monitoring panel and service.
 - Replaced two shattered glass panels.
 - Upgraded firewall for enhanced security.
 - Carried out fire sprinkler repairs throughout the building.
 - Undertook electrical demolition and repair to meet safety standards.
 - Activated newly installed solar panels with city approval.
 - Completed 3D mapping of facilities and grounds.
 - Enhanced building security with iron cages, rekeying, trash enclosures, and video surveillance.
 - Improved outdoor lighting for better visibility and safety.
 - Resealing of roof and repairing of damaged areas, preventing water leaks.
 - Installed new HVAC systems for air conditioning in all indoor spaces.
 - Repaired faulty plumbing on all three levels.
 - Installed a new fire monitoring system and yearly service.
 - Upgraded entrances and glass for energy efficiency.
 - Replaced outdated lighting and fixtures through PG&E's Simplified Savings program.
 - Completed a Certified Access Specialist (CASP) inspection of the property.
 - Installed a concrete ramp for stage accessibility.
 - Constructed a reinforced stage deck for event safety.
 - Upgraded outdoor Plaza's electrical components for enhanced security.
 - Expanded Cat 6 ports for improved communication capabilities.
 - Conducted necessary appliance repairs.

- **Community Engagement and Events:**
 - Successfully installed five exhibits.
 - Reintroduced the "Nights in The Plaza" series after a six-year hiatus.
 - Engaged with the community through 35 school tours, 55 community programs, and hosted 20 community rentals.

- **Technological and Communication Upgrades:**
 - Upgraded Wi-Fi and internet infrastructure.
 - Installed new workstations and phones for employees.
 - Made significant computer and communications upgrades.

These accomplishments highlight Arte Americas' dedication to improving its facilities, enhancing safety and security, fostering community engagement, and promoting sustainability.

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:	Complete

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?	217

Output Measures			Total
Number of farmers applied			198
Dollar amount of crops purchased			\$500,000.00
Number of bags of food served to families in need			11,99110,185
Number of crops throughout the program			159
Types of Technical Assistance (by services)			
Grants/Loans Rec'd	Consultation	Applications for Services	Other
120	1011	N/A	N/A

Outcome Measures:

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

- Throughout the entirety of the project, a total of 600 small businesses and BIMPOC farmers were targeted.

Goal: Purchase culturally diverse specialty crops from BIMPOC farmers

- Throughout the entirety of the project, only culturally diverse specialty crops (e.g., bitter melon, bok choy, and sinqua) were purchased from BIMPOC farmers.

Goal: Give back \$500,000.00 in total to these BIMPOC farmers and their businesses

- A total of \$500,000.00 was distributed to BIMPOC farmers and their businesses in the city of Fresno.

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

- Throughout the entirety of the project, services were provided to small businesses and BIMPOC farmers within the city of Fresno. A total of 1,011 consultation sessions were held, which resulted in the acquisition of 120 BIMPOC farmers receiving either a grant or loan.

Significant Accomplishments:

Throughout the entirety of the program, there were many significant accomplishments, which are as follows:

1. Distribution of 7,392 produce boxes to the community,
2. Distribution of over 250,000 pounds of produce to the community,
3. Distribution of 2,300 turkeys to the community,
4. Distribution of 800 packs of Hmong sausage to the community,
5. Acquisition of over \$100,000.00 in grants to small businesses and BIMPOC farmers within the city of Fresno.
6. Three of seven district regions—districts four, five, and seven—reached within the city, and
7. 2680 bags of rice (or 21,150lbs) distributed.

BITWISE

DIGITAL EMPOWERMENT PROGRAM

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

DESCRIPTION

Bitwise Industries 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

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
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, websites, 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:	\$159,799.68
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.bgc fresno.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 of 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, assisting 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 long-time member of the Club came one day to talk 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
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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 shelters and were able to transition them into long-term housing this month
- We were able to feed 169 people

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.cvcsn.org/subsidized-child-care/
Project Status:	Complete

DESCRIPTION

Central Valley Children's Services Network's (CVCSN) program consisted of the distribution of Family Childcare Vouchers to 50 unduplicated children for the term of one year. This approach ensured that families residing in the City of Fresno have access to childcare that meets their unique family needs. CVCSN continued the first implemented

program 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 was to support working families with the financial burden that the cost of childcare inflicts. Families were able to 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 was already in place and services were already 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
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How many children have been served	84
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Output Measures	Total
How many children have received early care and education	84
How many families have received childcare vouchers	49

Outcome Measures:

CVCSN met and exceeded our target enrolment of 55 children and enrolled and served a total of 84 children on 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 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 have the option to select a provider that can meet the family's needs.

CENTRAL VALLEY HONOR FLIGHT

HONOR FLIGHT TO WASHINGTON DC

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)
Funding Amount:	\$100,000.00
Managing Department:	Finance
Purpose:	Central Valley Honor Flight recognizes veterans for their sacrifices and achievements by sending them to Washington DC to visit their memorials at no cost.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://cvhonorflight.org/
Project Status:	Complete

DESCRIPTION

Central Valley Honor Flight has the enormous privilege of showing our nation's veterans the appreciation and honor they deserve. Participation in an Honor Flight mission allows veterans to share this momentous occasion with other comrades, remember the fallen, and share their stories and experiences with other veterans. Honored veterans always travel free of charge, thanks to generous donations to our organization. The National Park Service states that the Vietnam Memorial is the most-visited memorial on the National Mall in Washington, attracting more than 5 million people annually. By the end of 2024, Central Valley Honor Flight will have taken more than 2,000 local veterans on this trip of a lifetime, but many more have never had the chance to visit their memorials. More than 450 Vietnam veterans are currently on the CVHF waiting list – they have submitted applications and are waiting for their turn. We are committed to continuing the mission until every eligible veteran has had the opportunity to experience this trip of a lifetime.

PROMOTING EQUITABLE OUTCOMES

Central Valley Honor Flight serves veterans of the U.S. Armed Forces who represent all racial and ethnic backgrounds, and we welcome volunteers from all racial and ethnic backgrounds.

GOALS OF THE PROJECT

Central Valley Honor Flight's goals for our program included:

- Honoring veterans' service in the United States Armed Forces
- Supporting veterans and their family members as they visit memorials
- Providing 200 veterans per year with trips to Washington, DC
- Ensuring the opportunity comes at no cost to the veteran
- Educating younger generations
- Uniting our diverse community around the cause of supporting our veterans

Our evaluations include attendance at the airport and results from surveys distributed after the trip. Additionally, our volunteer team interviews veterans upon their return home to document their impressions of the trip. All this information is shared with our Central Valley Honor Flight volunteer team.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of veterans served	67

Output Measures	Total
<i>Honored veterans categorized by branch of service</i>	
Army	25
Navy	15
Air Force	18
Marine Corps	8
Coast Guard	1
<i>Honored veterans categorized by conflict/period of service</i>	
Vietnam War	53
Korean War	6
Post-Korean	5
Post-Korean & Vietnam	3

Outcome Measures:

This grant enabled Central Valley Honor Flight to make up for lost time, which is a significant impact given our time-sensitive mission. Because the pandemic made it impossible for us to provide our Honor Flights for veterans, 25 veterans who would have traveled passed away during our 2.5-year hiatus between flights. Every veteran who had signed up before the pandemic had to wait more than 2 years longer to experience the Honor Flight. Similarly, those who signed up during the pandemic had a lengthier wait. The grant allowed us to serve more of those impacted veterans sooner than we would have without that ARPA support.

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:	Complete

DESCRIPTION

Through Centro La Familia, this program provided an avenue for low-income individuals and families to receive direct financial assistance to help cover due bills or debt caused by COVID-19. Qualification for benefits included implementation of an assessment to assess impact and Area Median Income (AMI) conducted by trained staff. Assistance covered mortgages, credit cards, car payments, and medical costs to help families and individuals get back on their feet. The work was completed by a bilingual Housing Advocate who worked closely with CLFA’s administrative team.

PROMOTING EQUITABLE OUTCOMES

This project targeted 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 used is the Needs (Stressors) survey. The purpose of the survey was to identify ‘stressors’ clients are facing and assist them with resources/services to address the issues, with the goal of reducing the stressors.

CLFA administered the tool during the initial intake of services (pre-test), and it helped determine additional services the client could 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 was given a post-test to determine if the ‘needs (stressors)’ were reduced. All information was 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?	222

Output Measures	Total
Number of clients provided with a financial assessment	222
Number of clients provided with mortgage, credit card, car payments or medical costs assistance	141
Number of clients provided with wraparound services, linkages, and case management services	109

Outcome Measures:

During its duration, the COVID-19 Debt Relief Assistance Program had a positive impact on the residents living in the City of Fresno. The project offered unique support to families and individuals who were adversely affected by the COVID-19 pandemic. It garnered high interest from the community due to the types of support it could provide—debt relief for those impacted by COVID and residing within Fresno's city limits. CLFA developed a thorough screening process to verify that clients are fully eligible for the program, including living in Fresno with a residential address and qualifying past-due bills resulting from the COVID-19 pandemic. For those it served, the program provided relief and support—with many residents sharing the positive life-changing impacts it had on them. One client shared with CLFA, that the program positively impacted him because he experienced numerous setbacks due to COVID-19, including employment, health, and financial which resulted him in acquiring debt that he was struggling to pay off. Through the program, the client was able to find some relief and set him on a path to better financial strength.

During the program, staff assessed 222 clients for financial relief and provided financial assistance to 141 clients and 109 linkages. The program prevented homelessness for many clients and reduced the debts they accumulated caused by COVID-19. Additionally, staff educated clients on COVID-19 vaccines and prevention and linked them to other educational resources and wraparound services for additional support. This included CLFA's internal programs, such as the Multi-Agency Access Program Point, peer-to-peer mental health support, public benefits enrollment, utilities and telecom assistance, as well as external organizations, including Fresno EOC, Salvation Army, Catholic Charities, and Clinica Sierra Vista.

Significant Accomplishments:

- Provided 222 clients with financial assessment.
- 141 clients assisted with direct financial relief.
- Provided 109 linkages for clients to internal and external services including mental health, public benefits, immigration, victim services, parent education, and others.
- Prevented clients from losing their homes.
- Conducted outreach and education on program services.

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 enhancing confidentiality for clients.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of non-profits served	1

Output Measures	Total
How many staff members are retained as a result of funding	4
Number of office spaces enhanced for privacy/confidentiality	2

Outcome Measures:

The program has had positive impacts on the community. Through these funds, CLFA was able to support the staffing for key personnel in the organization who aid in the functions of the agency. It also enhanced the confidentiality of its office spaces so that it can strengthen its capacity to serve clients. The program provided support to the CLFA's Executive Director, Human Resource Director, Fiscal Clerk, and Maintenance Technician —staff members who are critical to the agency's operations. The funds also provided CLFA with the ability to enhance the office space in one of its departments, which serves upwards of 20 clients a day.

The staff members supported by the program ensure that the agency remains operational, allowing clients to receive the critical services they need. This includes COVID-19 prevention, education, and vaccine access, as well as parent education, victim services, immigration assistance, public benefits, food distribution, and many other essential services. The office that was enhanced now has additional privacy measures for staff so they can successfully serve clients.

Significant Accomplishments:

- Retained 4 staff members during the duration of the program,
- Provided essential services including COVID-19 prevention, education, and vaccine access, as well as parent education, victim services, immigration assistance, public benefits, food distribution, and many others,
- Purchased partitions and other items to enhance office space to serve clients

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 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

EVICITION 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 small minority 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

FAÇADE IMPROVEMENT PROGRAM

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

DESCRIPTION

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 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					53
Number of one-on-one consultation hours provided					530
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 marketing and outreach

The impact of this program continues to grow as we award more grants for façade improvements. To date, we have granted a total of 53 façade grants, amounting to \$1,188,252.64 in allocated grant funding. Additionally, we have disbursed \$285,693.83 in final disbursements to facilitate the completion of beautification projects. Forty-Eight grant recipients have completed their projects and received the remaining pending amount on their grants: disbursing a total of \$1,085,259.36.

For the upcoming period, FAHF will focus on selecting additional applicants to receive façade grants. Due to changes in awarded amounts—where some previously selected businesses did not utilize their full grant, approximately \$57,000 in surplus funds are now available. These funds will be reallocated to eligible applicants to maximize the program's impact and ensure full utilization of resources.

During the program, the challenges have evolved. As we are near completion, the FAHF staff have 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 decide on a course of action on these challenges.

Significant Accomplishments:

- Awarded 5 grants – a total of \$1,188,252.64
 - 9 multi-storefronts
 - 35 single-storefront
- Through this program, business owners were not only supported with grant funding but also motivated to invest their resources to enhance their storefronts further. The façade improvements sparked a renewed sense of pride and commitment, leading many owners to spend out-of-pocket funds to complete additional upgrades beyond what the grant covered. This leveraged investment has amplified the visual and economic impact of the program across the community.
- Testimonial:
 - [Chicken King](#)

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:	Complete

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 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:	Complete

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 CHAMBER OF COMMERCE

SMALL BUSINESS SECURITY CAMERA GRANTS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.33 – Enhanced Support to Microbusinesses
Funding Amount:	\$100,000.00
Managing Department:	Finance
Purpose:	This program will provide rebates of up to \$2,000 each for businesses that install new security camera equipment for the purpose of crime prevention within the City of Fresno. Installations can be performed by professional installers or be self-installed. Applicants must meet the grant requirements.
Qualified Census Tracts:	38.07, 47.04, 37.02, 20, 4.02, 7.01, 23, 6.01, 2, 3, 9.02, 9.01, 10, 24, 5.02, 11, 54.07, 33.01, 25.01, 26.01, 54.08, 53.04, 52.02, 32.02, 28, 27.01, 1.01, 13.04, 29.03, 14.07, 14.08
Use of Evidence:	Yes
Website:	https://fresnochamber.com/
Project Status:	Complete

DESCRIPTION

This program enables Fresno small businesses to deter property crime and provides the City with additional tools for law enforcement by helping them acquire security cameras. The timeline of this project was a period of 12

months, starting 7/15/24. The intended outcome is to reduce the incidence of crime in and around the recipient's businesses.

PROMOTING EQUITABLE OUTCOMES

All eligible applicants are from within the City of Fresno/QCT/DDA Census Tracts.

USE OF EVIDENCE

Tier – Strong

Evidence from various studies on the use of security systems from the U.S. and various European countries shows that the presence of security camera systems has a positive effect on crime by reducing crime within the viewshed of the cameras. Public surveillance systems are widely used as security measures to help reduce crime and help police in identifying crime and the criminals involved. Having video footage of a crime may help police in investigations and prosecutions. With the goal of reducing crimes from happening this frees up police to focus on other issues and reduces the cost of losses and damage to local small businesses by deterring crime in the first place.

Several studies looked at crime rates for the year or more prior to installation and then an equivalent period of time after the installation of security and CCTV cameras. Overall, they show strong evidence in the reduction of crime from 13% to 25%. By helping financially strapped small businesses install cameras in high-risk areas money is saved by business, law enforcement and by the criminal justice system by discouraging crimes in the first place. When they do occur, cameras are beneficial in identifying and prosecuting the individuals involved.

Study 1

"Prior to the implementation of public surveillance cameras, Baltimore experienced 11,183 violent crimes and 48,653 total crimes, resulting in the seventh-highest violent crime rate and 28th overall highest crime rate in the United States (La Vigne et al. 2011). Public surveillance cameras offered the opportunity to use technology that could aid in the prevention, detection, and investigation of these crimes."

Post test results show significant decreases in the monthly total crime compared with the pretest.

<https://www.urban.org/research/publication/evaluating-use-public-surveillance-cameras-crime-control-and-prevention>

La Vigne, Nancy G., Samantha S. Lowry, Joshua A. Markman, Allison M. Dwyer. 2011. *Evaluating the Use of Public Surveillance Cameras for Crime Control and Prevention*. Washington, D.C.: The Urban Institute, Justice Policy Center.

Study 2

<https://popcenter.asu.edu/sites/default/files/230-priks.pdf>

"Surveillance cameras were found to reduce the overall crime rate by approximately 25% at stations in the city centre. Such a station recorded on average approximately 11 crimes per month before introduction of the cameras. The reduction therefore amounts to almost three fewer crimes per station and month. The effect was immediate, which indicates that it was due to deterrence, and lasting."

Study of the data on surveillance cameras introduced in the Stockholm subway system in 2006-8.

The Economic Journal, 125 (November), F289–F305. Doi: 10.1111/ecoj.12327 © 2015 Royal Economic Society. Published by John Wiley & Sons, 9600 Garsington Road, Oxford OX4 2DQ, UK and 350 Main Street, Malden, MA 02148, USA.

Study 3

<https://ericpiza.net/2020/12/02/cctv-review/>

“CCTV was associated with a ~13% reduction of crime in target areas as compared to control areas... Schemes incorporating active camera monitoring had larger effects than passive systems. Schemes deploying multiple interventions alongside CCTV had larger effects than schemes deploying single or no other interventions

This study updates prior systematic reviews and meta-analyses testing the effect of CCTV video surveillance cameras on crime. Systematic reviews incorporate rigorous and transparent methods for locating, appraising, and synthesizing scientific evidence from prior evaluation studies. Meta-analysis is a statistical technique that combines results from multiple evaluations into a single weighted average effect size.”

Criminology & Public Policy, 18(1): 135-159; Eric L. Piza, Brandon C. Welsh, David P. Farrington, & Amanda L. Thomas (2019)

GOALS OF THE PROJECT

To enable Fresno small businesses to deter property crime and to provide the City with additional tools for law enforcement. Reporting submitted according to ARPA guidelines for community-based organizations. Fresno Chamber will track and provide written reports monthly to City staff containing the following information:

- a) Marketing tactics and results
- b) Number of applications received and status of each
- c) Individual business applicant information including at minimum- address, ownership structure and names, council district, employee count, and industry segment

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many small businesses have been served?	145

Output Measures	Total
Number of projects funded	43

Outcome Measures:

The intended outcome of the program was to reduce the incidence of crime in and around the recipient business. During site inspections, the need for security cameras and funding was evident, as these areas are clearly underserved and the businesses often lack the staff necessary to adequately manage physical security. This program provided critical support in enabling businesses to implement measures that help deter crimes such as thefts and break-ins. In conclusion, the program played a vital role in enhancing the safety and security of businesses operating in high crime rate areas.

Activities: involved site inspections, identifying specific security needs, and allocating resources for surveillance cameras.

Short-term outcomes: Increased surveillance coverage and improved businesses’ ability to deter theft and break-ins.

Long-term outcomes: Aim to show reduced crime incidents and increased community safety.

Early implementation of the programs showed businesses within tract census lacked staff capacity to implement physical security measures. The support given by the program filled in the gaps of lacking physical security measures.

Significant Accomplishments:

- Provided funding to 43 businesses who meet the requirements
- All businesses agreed to collaborate with law enforcement if needed.
- Businesses without cameras now have the equipment needed to deter crime.

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:	Yes
Website:	https://fresnoeoc.org/lgbtq/
Project Status:	Complete

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	251

Output Measures	Total
Number of people who obtained case management services	174
Number of unduplicated participants who obtained social & emotional support through Mental Health Services	118
Number of drop-in visitors	217
Number who attended Peer Support Groups	114
Number of people reached during outreach events	2350
Number of outreach materials developed and/or distributed	2350

Outcome Measures:

During this program period, the program served 251 individuals that identify as LGBTQ and within that identify as the following demographics: American Indian or Alaskan Native – 10; Asian – 2; Biracial or Multi-Racial – 26; Black or African American – 11; Native Hawaiian or Other Pacific Islander – 1; Hispanic/Latino – 65; (non-Hispanic/Latino); White – 41; Unspecified – 19.

Significant Accomplishments:

Key accomplishments during this cycle include providing training to staff of the Poverello House; collaboration and partnership with Fresno State’s Gender Affirming Care Committee; partnership with YES on Prop 3 California Steering Committee and hosting the press conference on September 5, 2024; collaborating with several organizations including, but not limited to Oasis Legal Services, American Indian Health Project, T-Mobile, Madera Justice Coalition, and California LGBTQ+ Student Rights Coalition.

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 data from the cohort of 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, financial and projections, bank relationships and access to capital, financial management; QuickBooks, and E-commerce.

PERFORMANCE MEASURES

Key Performance Indicators	Total
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How many small businesses have been served?	110
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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. The use of 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.

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.makefresnosafef.org/
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 involves 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	Up to 10,000

Output Measures	Total
Number of active watch groups developed and implemented	225
Number of Block Captains Manuals produced/dispersed	200
Number of Resource Kits dispersed	200
Number of Neighborhood Watch meetings held	99
Number of Neighborhood Watch signs repaired/replaced/installed	168

Outcome Measures:

- The number of active Neighborhood Watch groups has increased by 50% since the program's implementation
- Total number of prevention programs and events hosted by the organization: 75
- Number of community members educated on recognizing and reporting crimes in their neighborhoods: 9,000-10,000

Significant Accomplishments:

- Significant engagement by residents to report crimes or suspicious activity
- Increased collaboration among residents with City Council Members
- Increased community building in neighborhoods
- Improved education by utilizing the Block Captain's Guide
- Significant growth in active groups
- Significant collaboration with the city to install Neighborhood Watch signs
- Crime reduction in areas with active groups

GRANT PROGRAM FOR LOCAL LGBTQ+ AND NON-PROFITS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 - Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)
Funding Amount:	\$100,000.00
Managing Department:	Finance
Purpose:	Community Based Organizations aim to provide supportive services to the LGBTQ+ community.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A

Project Status:

In Progress

DESCRIPTION

Under this project, the City of Fresno will provide ARPA funding to assist the Community Based Organizations below with providing services or build capacity in health and wellness for affirming and competent care within the LGBTQ+ community.

BlaQueer – Informational Series (\$20,000): The BlaQueer Informational Series offers a vibrant and engaging platform for individuals within the LGBTQ+ community in Fresno County. Partnering with industry experts such as the Fresno County Health Department and Gilead, the informational series ensures access to accurate and up-to-date information on topics relevant to the LGBTQ+ community. This includes navigating vital services such as Pre-exposure Prophylaxis (PrEP) and Post-exposure Prophylaxis (PEP) for HIV prevention. With a focus on inclusivity and cultural competence, this series prioritizes the needs of marginalized communities, including Black, Indigenous, queer, trans, and gender expansive individuals. Through dynamic and engaging discussions, participants are empowered to build a more inclusive environment while accessing essential resources and support. This six-month series aims to serve a minimum of 30 to 40 individuals per session, fostering meaningful connections and facilitating access to vital information and services. By evaluating program outcomes and monitoring community engagement, the series strives to create lasting impact and promote health equity within the LGBTQ+ community in Fresno County. This series is not just an informational series but a celebration of diversity, empowerment, and community resilience. Through education, advocacy, and collaboration, BlaQueer is proud to host this series.

Casita Feliz – Latine LGBTQ+ Arts Project (\$18,500): One of the key outcomes for the Latine LGBTQ+ arts programming is increased exposure and recognition for Casita Feliz within the Fresno community and beyond. With the support of funding from the city of Fresno, Casita Feliz will be able to expand its reach and visibility through targeted marketing campaigns, outreach efforts, and collaborations with local media outlets and cultural organizations. As a result, Casita Feliz will see a significant uptick in attendance at its outreach events, exhibitions, and performances, as well as a heightened interest and engagement from clients, funders, and collaborators. By showcasing the vibrant creativity and talent of Latine LGBTQ+ artist, Casita Feliz is elevating its profile as a leading advocate for diversity, inclusivity, and artistic excellence in Fresno’s arts scene.

Dulce Upfront – BIPOC & LGBTQ+ Connections Event (\$13,600): The “Strengthening BIPOC & LGBTQ+ Connections Event” is a one-day festival scheduled for September 2025. It aims to celebrate the cultural intersections of the LGBTQ+ and BIPOC communities through diverse artistic, educational, and wellness activities. The event will include art showcases, live performances, interactive workshops, and wellness opportunities to empower marginalized voices and promote inclusivity.

LGBT Community Network – Empower Youth Program (\$12,740): The goal of the program is to create a sense of belonging and reduce feelings of isolation to build a stronger, more resilient community.

Oasis Legal Services – Legal Assistance to LGBTQ+ Immigrants (\$25,160): Oasis Legal Services’ project includes activities from our three legal programs and our social services program. It provides screening for immigration relief, representation for affirmative asylum, permanent residency, naturalization, employment authorization, family petition, and travel document applications. Through a coalition of inclusive service providers in the Central Valley, it facilitates successful cross-referrals. By stabilizing a client’s mental health, the program sees higher success in its clients’ immigration cases and overall improvement in their quality of life. It provides tailored referrals, updated resource guides, and support to its high-acuity clients experiencing homelessness, domestic violence, and other crises. As a result of its project, substantially more LGBTQ+ immigrants received high quality culturally competent legal representation, allowing them to file critical immigration applications and secure lawful status. Obtaining Immigration status minimizes abuse and exploitation while in the U.S., including domestic violence, human trafficking, and workplace discrimination. Additionally, queer and trans immigrants receive social services navigation to access essential resources related to their unique needs, including the ability to pursue educational and

employment opportunities. Without fear of being sent back to a life of danger, LGBTQ+ asylum seekers are free to live their authentic lives. The program’s clients remain disproportionately affected by the ongoing effects of COVID-19.

Trans-E-Motion – TGI Health and Wellness Capacity in the City of Fresno (\$10,000): This program addresses TGI healthcare disparities in the City of Fresno by training local providers, providing informational sessions, GAC wellness workshops for Transgender Day of Visibility, and a Transgender Community Survey and public report for the City of Fresno.

The program has four objectives:

1. Train local mental and medical healthcare (M/MH) providers in GAC. Provide a minimum of three workshops by M/MH providers to M/MH providers from November 2024 to May 2025.
2. Build community-based GAC support through six annual TGI healthcare and wellness informational peer support sessions for the transgender community.
3. Host a community resource fair on GAC healthcare and wellness in honor of Transgender Day of Visibility in April 2025.
4. Conduct a transgender community survey on GAC healthcare and needs in Fresno County and surrounding counties to create a public report. The survey started in January 2025 and lasted until May 2025. A published report of findings is anticipated for July 2025.

Metrics of the degree of effectiveness will include tracking the number of health professionals trained; evaluating feedback from trained health professionals; trans audience tracking; evaluating feedback of trans informational sessions; audience and feedback tracking of attendees for Transgender Day of Visibility; tracking the number of trans health survey respondents; and a public report from the trans community survey.

PROMOTING EQUITABLE OUTCOMES

These programs are designed to support the LGBTQ+ community in Fresno, with a particular focus on underrepresented groups. They serve Black and queer individuals, Latine LGBTQ+ residents, LGBTQ+ BIPOC community members, LGBTQ+ youth and immigrants, as well as transgender, gender-nonconforming, and intersex (TGI) individuals.

GOALS OF THE PROJECT

The goals of these LGBTQ+ programs are to raise awareness within the LGBTQ+ community, facilitate meaningful discussions, and provide educational programs, activities, and services. Additionally, they aim to strengthen community bonds and inclusion and promote mental health and wellness.

PERFORMANCE MEASURES

The following partner projects are in operations and have identified the following performance measures, goals and objectives:

BlaQueer

Key Performance Indicators	Total
Total number of participants served	Awaiting Start

Output Measures	Total
Number of sessions held	Awaiting Start

Casita Feliz

Key Performance Indicators	Total
Number of clients served	121
Output Measures	Total
Number of key events hosted	1

Outcome Measures:

- 39 participants registered to attend event
- 121 participants attended event
- 111 participants from targeted population attended event
- 100% of the attendees indicated they were satisfied with the event

Significant Accomplishments:

Casita Feliz saw a significant uptick in attendance at its first arts/cultural event in 2025, as well as a heightened interest and engagement from clients, funders, and collaborators. By highlighting & preserving the vibrant creativity and talent of Latine LGBTQ+ Cinco de Mayo cultural event, Casita Feliz elevated its profile as a leading advocate for diversity, inclusivity, and artistic excellence in Fresno's arts scene.

Dulce Upfront

Key Performance Indicators	Total
How many clients have been served	Awaiting Start

Output Measures	Total
Number of participants at the event	Awaiting Start
Number of collaborations with local organizations	Awaiting Start
Number of interactive activities/workshops hosted	Awaiting Start

LGBT Community Network

Key Performance Indicators	Total
Number of clients served	17

Output Measures	Total
Number of workshops, support groups, or community events held	3
Number of resource materials distributed	17

Significant Accomplishments:

The EmpowerYouth Initiative successfully launched and is already making a significant and measurable impact on the lives of LGBTQ+ youth in Fresno. The program was designed to directly address the heightened sense of isolation and mental health challenges experienced by youth, particularly in the wake of the pandemic, by providing a safe and supportive environment for connection and growth.

Here are some key accomplishments to date:

- **Fostering Community and Belonging:** Through a series of engaging and youth-focused meetings, the EmpowerYouth Initiative has created a vital space for LGBTQ+ youth to connect with their peers, reducing feelings of isolation and fostering a strong sense of community. The creative arts-based meeting in April,

centered on magazine cut-outs, provided a welcoming and low-pressure environment for new members to engage and express themselves.

- **Empowering Youth through Education and History:** The program is dedicated to empowering youth by connecting them to their history and the broader LGBTQ+ movement. The May meeting, which explored the history of Pride and LGBTQ voices, provided an important educational foundation, helping youth to understand the context of their own experiences and the legacy of the community they are a part of.
- **Developing Leaders and Amplifying Youth Voices:** A core goal of the EmpowerYouth Initiative is to foster leadership skills. The June meeting was a prime example of this, featuring a prominent community leader, Lucy Yale, the host of Fresno Pride 2025. This event provided a unique opportunity for youth to learn about self-expression through drag and, most importantly, gain skills and confidence in using their own voices for advocacy and change.
- **Providing Tangible Support and Resources:** In addition to in-person meetings, the program has been structured to address the economic and social barriers faced by LGBTQ+ youth by providing access to essential resources such as phones and internet access, ensuring they can stay connected to their support networks.

Demonstrable Impact Through Participant Feedback

The success and positive reception of the EmpowerYouth Initiative are clearly reflected in our post-event survey data. The feedback underscores the program's effectiveness in creating a truly welcoming environment and its positive impact on the well-being of attendees.

- **Exceptional Inclusivity:** 100% of attendees reported feeling completely welcome and included, giving the space a perfect score of 10 out of 10. This demonstrates profound success in creating a safe and affirming environment.
- **Positive Impact on Emotional Well-being:** 80% of participants stated that the workshops had a positive impact on their emotional well-being, confirming the program's vital role in supporting the mental health of LGBTQ+ youth.
- **High Demand for Future Programming:** The desire for these events is unanimous, with 100% of surveyed youth expressing interest in attending future workshops.
- **Strong Peer-to-Peer Recommendation:** The program has generated significant organic support, with attendees giving an average score of 9.2 out of 10 for how likely they would be to recommend the workshops to a friend.

By offering a combination of social, educational, and empowering activities, the EmpowerYouth Initiative is not just a program but a movement that is contributing to the overall resilience and mental well-being of LGBTQ+ youth in our community. The consistent and growing engagement—backed by outstandingly positive feedback—demonstrates the program's vital role in fostering a stronger, more connected, and more resilient community for the future.

Oasis Legal Services

Key Performance Indicators	Total
Number of clients served	13

Output Measures	Total
Number of LGBTQ+ immigrants screened	6
Number of asylum cases opened	11
Number of health providers trained	40

Significant Accomplishments:

Oasis Legal Services successfully achieved all project goals and objectives during the grant period. It ensured that its clients had the strongest, most well-prepared asylum cases while continuing to support those caught in the USCIS asylum backlog. Its work had a direct and meaningful impact on its clients' lives. For example, one of its new clients

was living with an abusive parent; in addition to providing legal assistance with her immigration case, Oasis connected her to mental health resources and helped her secure housing.

Trans-E-Motion

Key Performance Indicators	Total
How many clients have been served	30

Output Measures	Total
Number of GAC training sessions for M/MH providers	85
Number of annual information session on gender affirming care	2

Outcome Measures:

- 85 M/MH trained annually
- 30 people served with information and peer support on gender affirming care
- 80 attendees for Transgender Day of Visibility

Significant Accomplishments:

- TDOV event that had 80 attendees of the community.
- OSCE of medical doctor residents who are given training on best practices when working with transgender and gender diverse individuals.
- Two medical panels/education. One was with a doctor who performs trans masc gender affirming surgeries. The other with a doctor who has performed trans fem gender affirming surgeries. As part of the panel/education there were trans speakers as well.

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 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:	Complete

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 minorities 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 central 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 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 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 for 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 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.

KENNETH L MADDY INSTITUTE

LEGISLATIVE INTERNSHIP PROGRAM

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)
Funding Amount:	\$150,000.00
Managing Department:	Finance
Purpose:	Provide students with an opportunity to learn about public policy by interning with a legislative office at the local, state, and federal level.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://maddyinstitute.com/
Project Status:	In Progress

DESCRIPTION

Established by a unanimous vote of the California Legislature in 1999, The Kenneth L. Maddy Institute (The Maddy Institute) is a nonpartisan institute with the following objectives: 1) Inspire the next generation of leaders; 2) Increase citizen participation; 3) Provide nonpartisan policy analysis.

For nearly 25 years, The Maddy Institute has inspired the next generation of leaders through its legislative internship program. Undergraduate and graduate students interested in public service and policy receive a scholarship for completing an internship with a government office or elected official.

During the COVID-19 pandemic, The Maddy Institute (like many nonprofits) experienced financial and programmatic setbacks that impacted its core mission and role in the community. Internships were terminated early or became virtual and significantly reduced the quality of the students' experiences. The Maddy Institute's four-university partnership (Fresno State, UC Merced, CSU Stanislaus, and CSU Bakersfield), established in 2019, struggled to launch as in-person events and meetings could not be held to foster a presence on each campus. Overall, opportunities for students suffered. Applicants at the other university campuses (particularly at CSU Stanislaus and CSU Bakersfield) are significantly lower. Additionally, The Maddy Institute was never able to refresh its promotional and branding materials for the internship program and other programs. Funding from this grant will help The Maddy Institute's legislative internship program reach the potential, increase campus presence throughout the four universities, and refresh branding material, all of which suffered or stalled under the COVID-19 pandemic.

Below is a broad overview of our internship program timeline. A more detailed/technical timeline can be provided upon request:

- Begin program and open Spring 2025 internship applications (September 2024)
- Applications close for Spring 2025. Begin hiring process for program assistant (October 2024)
- Hire program assistant. Begin interview and selection process for Spring 2025 interns (November 2024)
- Open applications for Summer 2025 legislative internship program (November 2024)
- Notify Spring 2025 interns of placements (December 2024)

- Begin interview and selection process for Summer 2025 interns (January 2025)
- Internship orientation for Spring 2025 interns (January 2025)
- Spring 2025 students begin legislative internship program (January 2025 – April 2025)
- Spring 2025 students conclude program (April 2025)
- Summer 2025 students begin legislative internship program (May 2025 – August 2025)
- Summer 2025 students conclude legislative internship program (August 2025)

PROMOTING EQUITABLE OUTCOMES

The Maddy Institute serves the San Joaquin Valley, a culturally diverse region home to four public universities: Fresno State, CSU Bakersfield, CSU Stanislaus, and UC Merced. The Maddy Institute strives to select students from diverse backgrounds with an interest in public policy and giving back to their community.

The Maddy Institute will attend career fairs and hold information sessions/workshops targeted toward first-generation college students on each campus to attract a wide variety of applicants from diverse backgrounds. The Maddy Institute also advertises the legislative internship program to affinity groups to encourage applications.

On internship applications, The Maddy Institute asks students to provide voluntary demographic information. This helps The Maddy Institute examine trends of students who are applying to help us ensure racial equity and inclusion. If provided and students are selected, this data is also measured among successful applicants to ensure racial equity and inclusion is being successfully achieved.

GOALS OF THE PROJECT

Program Assistant: In addition to assisting with the program, the program assistant will need to do the following:

- Visit each of the four campuses once per quarter.
- Participate in two career fairs at each campus during the fiscal year.
- Coordinate University Partner and Faculty Fellow meetings, which occur monthly and are convened by The Maddy Institute with each university campus.
- Secure at least 10 applicants from CSU Stanislaus and CSU Bakersfield (both Spring and Summer)
- Secure at least 15 applicants from UC Merced and Fresno State (both Spring and Summer)

Internship Program:

- Award 32 scholarships to students, prioritizing students at CSU Stanislaus and CSU Bakersfield.
- Place students in local legislative offices at the local, state, and federal levels (or with an agency/policy organization).

Marketing and Promotional Materials:

- Purchase newly branded materials for program assistant to utilize at career fairs, tabling events, classroom presentations, etc.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of students served	32

Output Measures	Status
Hiring a Program Assistant	Yes

Create new marketing materials and supplies	Yes
Increase campus presence by participating in career fairs	Yes

Outcome Measures:

Number of scholarships awarded to date: 32

Total number of applications received from each campus: 149

- California State University, Fresno: 47
- University of California, Merced: 40
- California State University, Stanislaus: 19
- California State University, Bakersfield: 13
- State Center Community College District: 15
- Other: 15

Significant Accomplishments:

- Hired Program Assistant to help coordinate daily operations of internship program.
- Increase in program application numbers by 15.75% from prior year.
- Increase in scholarship amounts awarded from \$72,000 in prior year to \$81,600 in 2024/25 (\$9,600 difference, or 13.34% increase).

LIGHTHOUSE FOR CHILDREN

DOLLY PARTON IMAGINATION LIBRARY

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations
Funding Amount:	\$225,375.00
Managing Department:	Finance
Purpose:	Through the Dollywood Foundation, the Lighthouse for Children, Inc. will help facilitate the local Dolly Parton Imagination Library Book program providing age-appropriate English and Spanish books to Fresno’s young children.
Qualified Census Tracts:	2, 3, 6.01, 7.01/2, 23, 24, 28, 38.07, 47.04, 54
Use of Evidence:	N/A
Website:	https://lfcfresno.org/
Project Status:	In Progress

DESCRIPTION

Through the Dolly Parton Imagination Library, the Lighthouse for Children, Inc. will act as the Local Program Partner to facilitate the local Book Program providing age-appropriate English and Spanish books to children from birth to their sixth birthday.

Lighthouse for Children, Inc. will coordinate with local organizations to outreach families with young children to register online for the program to receive free books every month through age five. Community benefit organizations (CBOs) will help families sign up during their outreach events, health fairs, produce distribution, and other family-centered events.

PROMOTING EQUITABLE OUTCOMES

Making use of the state match opportunity for a local Dolly Parton Imagination Library program, we hope that every child in Fresno has access to books, regardless of their family's income. We want to reach at to children in city of Fresno in the most under resourced neighborhoods. We will leverage the events, faith communities, and programs already existing in the neighborhood to be able to reach families regardless of income or social economics of all backgrounds.

GOALS OF THE PROJECT

By the end of the contract term, we hope to have impacted families in the most underserved neighborhoods in Fresno with books knowing that only 61% of low-income families have access to book in their homes.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of children served	7,881

Output Measures	
Number of families served in the most underserved Fresno neighborhood registered for books via zip code	
Zip Code	Total # of families
93702	341
93706	273
93722	694
93726	402
93727	802

Outcome Measures:

Inputs

- \$400,000 raised locally to unlock 50% cash match from the State of California. The total annual cost per child is \$31 – the State's match reduces the local cost to \$15.50 annually per child. Books will be mailed to approximately 25,000 children ages 0-5 over the next two years.
- Engaged a coalition of CBOs and local early literacy champions who supported the adoption, launch and outreach for this program.

Strategies

- Targeted enrollment of children ages 0–5
 - Outreach flyers were created and shared among coalition partners and stakeholders with a focus on priority zip codes.
- Ongoing social media campaigns and information shared about early literacy.
 - Among the top 10 Imagination Libraries across the nation with the highest net enrollment. #2 in March/April and #10 in May.

Short-Term

- Increased access to high-quality, age and developmentally appropriate books in the home, including bilingual options.
 - Over 20,300 books were mailed to over 7,800 children throughout Fresno County.
 - 21% of children enrolled reside in rural communities.
 - 19% of children are enrolled in the bilingual library option.
- Raised awareness of early literacy importance
 - Media coverage

Intermediate

- Ongoing engagement with Dollywood Foundation as they measure early language and literacy skills and kindergarten readiness, etc.

Long-Term

- Over 300,000 high-quality age and developmentally appropriate books will be mailed to approximately 25,000 children ages 0-5 over the next two years.
- By 2030, our goal is to reach approximately 43,000 children, which requires us to raise at least \$600,000 annually.
- Babies enrolled at birth will have a library of up to 60 books by the time they turn 5, in turn supporting their school readiness.
 - Kindergarten literacy readiness and reading proficiency by 3rd grade
 - Research shows the number of books at home influences literacy habits. Studies link the number of books in the home to school readiness.

Significant Accomplishments:

- In January 2025, secured the initial goal of \$400,000 in funding to launch and support the program for the first two years. Of that amount, \$225,375 was pledged by the City of Fresno.
- Successfully launched Dolly Parton's Imagination Library of Fresno County in February 2025.
- Began mailing books out in March 2025.
- Enrolled over 7,800 children across Fresno County within the first four months.
- Mailed over 20,300 books to families.
- Over 65% of enrolled children reside within the City of Fresno.
- Targeted outreach led to 32% enrollment in five priority zip codes (93702, 93706, 93722, 93726, 93727).
- Received positive feedback from families about the joy and bonding created through shared reading experiences.
- Built strong partnerships with local organizations to support outreach and enrollment.
 - Through our partnerships, we helped Madera County launch their Imagination Library by linking United Way of Fresno and Madera Counties with First 5 Madera.
- Media Coverage
 - Local leaders raising cash to jumpstart Dolly Parton kids' books program, Nov 2024 (<https://thebusinessjournal.com/local-leaders-raising-cash-to-jumpstart-dolly-parton-kids-books-program/>)
 - Imagine free books for kids. Help bring Dolly Parton's Imagination Library to Fresno | Opinion, Nov 2024(<https://www.fresnobee.com/opinion/opn-columns-blogs/marek-warszawski/article296185849.html#storylink=cpy>)
 - Fresno Flips the Page: Dolly Parton Library Nears \$400K Goal for Kids' Literacy, Dec 2024 (<https://thebusinessjournal.com/fresno-flips-the-page-dolly-parton-library-nears-400k-goal-for-kids-literacy/>)
 - Dolly Parton's Imagination Library launches, free books for Fresno County children, Feb 2025(<https://www.yourcentralvalley.com/news/local-news/fresno-county-dolly-parton/>)
 - Dolly Parton's Imagination Library launches in Fresno County, kids can get free books, Feb 2025 (<https://abc30.com/post/dolly-parton-imagination-library-launches-fresno-county-kids-can-get-free-books/15939227/>)
 - Dolly Parton's Imagination Library launching in Fresno County to gift books to 70,000 kids, Feb 2025(<https://thebusinessjournal.com/dolly-partons-imagination-library-launching-in-fresno-county-to-gift-books-to-70000-kids/>)
 - Free Books Arrive in Fresno County as Dolly Parton's Imagination Library Delivers Early Literacy, Jul 2025(<https://news.valleychildrens.org/free-books-arrive-in-fresno-county-as-dolly-partons-imagination-library-delivers-early-literacy/>)

MARJAREE MASON CENTER

CRITICAL EMERGENCY DOMESTIC VIOLENCE SERVICES

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations
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 comprehensive support services to victims of domestic violence.
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Website:	https://mmcenter.org/
Project Status:	Complete

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 victims' 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
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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:	Complete

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 do not discriminate in their intake process and continue 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 their 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 have demonstrated significant progress in achieving its workforce development and community support goals through their 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.

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:	Complete

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.

SENIOR CITIZEN'S VILLAGE

ENERGENCY EFFICIENCY IMPROVEMENTS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.34 – Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)
Funding Amount:	\$376,500.00
Managing Department:	Finance

Purpose:	Reduce energy and gas consumption of 552 senior citizens apartments; specifically, the reducing the gas usage from 100-gallon water heaters and fluorescent lighting throughout 58.5 acres.
Qualified Census Tracts:	14.07
Use of Evidence:	N/A
Website:	https://seniorcitizensvillage.com/
Project Status:	In Progress

DESCRIPTION

The funds will be used to begin improving the 1950s apartment buildings into being more energy efficient buildings. Specifically, the changing out of 100-gallon hot water heaters to on-demand energy efficient water heaters reducing the amount of gas required to heat the hot water. Secondly, 532 fluorescent porch lights and 18 streetlights will be upgraded to LED energy efficient bulbs. The remaining funds will be dedicated to a consultant to find additional funding for roof and potential solar upgrades.

PROMOTING EQUITABLE OUTCOMES

Racial equity is always front and center at the Senior Citizens Village. The Village houses over 700 low-income senior citizens who are Latino, Asian, Black and Indian. The seniors housed at the Senior Citizens Village are all over 60 who have social security as their primary income. The Village is truly a community, and its racial composition mirrors that of the City of Fresno.

GOALS OF THE PROJECT

The goal of the project is to make apartment building improvements focused on reducing the energy consumption of each unit. Since utilities are included in the rent, investing in energy efficient water heaters and lighting will directly affect all tenants. Further, the funds dedicated to consulting will locate other funding to begin insulation projects at the Village.

PERFORMANCE MEASURES

Key Performance Indicators	Total
How many residents have been served	552

Output Measures	Total
Gas and electric consumption decreased by	Metrics Pending
Utility expenses decreased by	Metrics Pending

Outcome Measures:

This project is currently in its initial phase. As the program progresses, the City will share further updates and provide detailed, measurable information.

Significant Accomplishments:

This quarter, the permitting process and materials were purchased to begin the lighting upgrades on the roads, pedestrian pathways, and porches.

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
Website:	https://swfresnodc.com/
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 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?	1,207

Output Measures	Total
Number of clients that have completed a homebuyer education class	253
Number of clients that have received counseling hours	269
Number of borrowers that have been preapproved for a mortgage loan	21
Number of student interns hired	3
Number of successful homebuyers	21

Outcome Measures:

The SWFDC program outcomes as documented in our quarterly reports, have been exemplary. Over the last 2 and a half years since we began receiving funding from ARPA, we have seen our community grow in confidence regarding handling their finances, improving their credit, improving their household budgeting and savings habits, and ultimately purchasing homes. We have had many successes, but our clients have also experienced some disappointments due to their lower income status and the fact that wages have not kept pace with housing prices.

Nonetheless, we are excited to watch our clients grow in their knowledge about homebuying, what it takes to be successful, and how it is possible for folks that look like them and live in their community. We realize if clients have never known anyone who has owned a home, then it might challenge your belief system. After two successful years of providing robust, high-quality homebuyer education, HUD certified our work and has recognized us as a Housing Counseling Agency. We are so excited about this designation because it boosts our brand and helps us reach more people, and HUD provides a modest grant source as well to support our operation and programs. Staff are studying to become Housing Counselors, and we've hired a part-time Housing Counselor, one of the most highly regarded in the state, John Shore, to lead our program.

More than 251 clients have received housing and credit counseling at no cost. SWFDC through the ARPA grant has worked with contracted credit counselors for the last two years, but since we became a housing counseling agency, SWFDC will now conduct its own credit counseling. For those clients who received credit counseling from the contractors, we do not know their exact increases in clients' FICO scores due to privacy, but we are certain that there have been improvements based on the contractors' progress reports, which state that on average, SWFDC program clients scores improved by 30-70%, meaning that someone who has a score of 400 would have seen improvement of between 120 and 280 points, or may have gone from a FICO of 400 to a FICO of 520 or 680. We are thrilled with this result.

While homeownership is the ultimate goal, SWFDC also focuses on the journey to building financial resilience through financial literacy skills such as budgeting and savings and creating debt management habits so families can reduce their financial stress. In year 1, we assisted 4 families and in year 2 there were 3 confirmed. This year, as of June 30, we have assisted 11 families and we're starting to see more and more families get qualified for loans after two years of working on their credit, saving money, getting promoted on their jobs, etc. Our pre-screening and pre-approval pipeline is growing as well, with 21 clients having been pre-approved who are looking for housing. We anticipate that there are more but some of the clients do not report back.

To date, we have made 12 downpayment assistance awards ranging from \$2,000 to \$10,000. Without these funds, many of our clients could not have closed their loans.

Overall, we have been able to prove that we can improve the financial education, knowledge and confidence for residents of SW Fresno and the City at large by providing consistent, high-quality, understandable homebuyer education and additional supports for families. We just began a foreclosure prevention class and a home maintenance class for new and existing homeowners which have been well-received by the community.

Significant Accomplishments:

Our most significant accomplishments include the relationship with our clients and the hope that we have brought to this community, with resources that have made homeownership possible for many of our clients. We have marshaled resources from banks, foundations, and corporations that have complemented the City's funding. Awards from the Kresge Foundation (\$160,000), the Chan Zuckerberg Initiative (\$250,000), the League of CA Community Foundations (\$100,000), US Bank (\$300K over 3 years), and banks including Mechanics, Tri Counties, Wells Fargo, Bank of America, BMO, Citibank, Community West Bank, Banc of CA, and organizations like Old Republic Title, Valley First Credit Union, EECU, Fresno Association of Realtors, and Fresno Housing Authority – would not have been possible if it had not been for the City of Fresno's funding that enabled us to hire program staff, provide downpayment assistance, pay high-quality instructors, repair credit at no cost, host 3 annual conferences, and continue to be a resource to Fresno at large and specifically SW Fresno. Our community has benefited from having us here, present, and knowledgeable and available to them. We have brought resources to a community where there are no banks, no realty offices, no title companies, but future buyers and current owners who deserve high-quality resources from people that look like them and speak their language and respect their cultures.

SWFDC is right now negotiating a \$2M loan from Mechanics Bank who has offered to lend at 0% for 5 years, to allow SWFDC to purchase foreclosed, abandoned, distressed properties, renovate them using minority contractors, and sell them to people who have graduated from our Homebuyer Education classes. This is a game changer, but it would

not have been possible had SWFDC not produced so many eligible borrowers and demonstrated the need to increase the inventory of affordable housing in SW. This is a bloom from the seed that the City planted.

We thank the City of Fresno for seeing us and our Councilmember for investing in us. We have a long way to go to redress 50-75 years of redlining history, civic disinvestment, and neglect. But we have begun something that is sustainable. New homes are being built in our community and new buyers are achieving their dreams. Everyone who attends our classes, our conferences and our counseling benefits in large and small ways. SWFDC is grateful for the continued support.

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:	\$3,259,093.81
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:	\$134,480.23
Managing Department:	Citywide
Purpose:	To support the administration of ARPA funding citywide.
Project Status:	Complete

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:	\$457,538.02
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. This project aims to expand access to historical and recreational amenities for Fresno residents by making accessibility and usability improvements to the historic Fresno Water Tower by improving the site's accessibility by adding additional accessible parking, installing accessible path of travel from the accessible parking and public street right of way to the Tower and making electrical upgrades to the Tower's aged infrastructure. Currently, installation of the accessible parking lot and path of travel are complete. Other notable accomplishments on the project are the completion of the underground electrical conduit, installation of a new electrical main switchboard and installation of new electrical transformers. Currently the contractor is coordinating with PG&E to schedule the installation of the meters.

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 advertised the project. The construction phase of the project was awarded on July 20, 2023. To date, 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. Installation of electrical street-level vaults and conduit tie-in have begun; demolition of the existing generator and fuel system has been completed along with the excavation and layout for the new generators and fuel system locations. The layout of the new main switchboard and transformer pad locations has started as well as the installation of the new electrical panels in Buildings A and I and a new 400kw generator has been received.

TABLETS FOR INSPECTORS

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1- Provision of Government Services
Funding Amount:	\$25,014.99
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 the efficiency of field inspections for the team.

DOWNTOWN CITY PARKING GARAGE MAINTENANCE

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1- Provision of Government Services
Funding Amount:	\$2,000,000.00
Managing Department:	Planning and Development
Purpose:	Deliver high-quality parking with the renovation of a Downtown City of Fresno parking facility.
Project Status:	In Progress

DESCRIPTION

This is a special project that involves the renovation of the “Spiral Parking Garage #7, High Priority Items”. To date, we have successfully designed, permitted and bid advertised the project and awarded a construction contract on December 5th, 2024. After the project initiation phase and submittal process was completed, construction notices to proceed were issued May 27th, 2025. Significant accomplishments during construction include repairs to floors 4, 5 and 6: concrete floor repairs, overhead slab repairs, joist repairs, beam repairs, concrete wall repairs, bumper wall concrete repairs and column repairs all with minimal disruption to parking activities. Concrete repairs in both stairwells have been completed. Processed fourteen (14) submittals for review and approval. Processed four (4) Requests for Information (RFI) for review and comments.

PEIR FUNDING

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1- Provision of Government Services
Funding Amount:	\$551,882.00
Managing Department:	Planning and Development

Purpose:	This project will provide funding for the Tower District Specific Plan Update, the Southeast Development Area Recirculate Program Environmental Impact Report, and the Fresno Central Southeast Area Specific Plan Revise In Study/Mitigated Negative Declaration (IS/MND).
Project Status:	In Progress

DESCRIPTION

Tower District Specific Plan Update

Project Description: The City has obtained professional planning and environmental planning services from Wallace, Roberts and Todd, LLC, for additional work related to the Tower District Specific Plan Update. The project is expected to be completed by December 31, 2025, and the additional work includes Specific Plan refinement, Design Standards refinement, full EIR including expenses and contingency, and additional project management. The cost of this contract is \$334,528.00.

Work Completed in Reporting Period: the Specific Plan edits from the public and committee were completed and reviewed by the Tower District Implementation Committee on June 19, 2025. The new draft is ready for its final round of public review. The Design Standards and Guidelines were refined and reviewed by the Implementation Committee on May 15, 2025, and are undergoing another round of review and revisions. The EIR is underway, with the Notice of Preparation issued on May 7, 2025, and a scoping meeting held on May 27, 2025. A total of \$77,308 has been paid to the consultant Wallace, Roberts and Todd (WRT) on this project during the reporting period.

Southeast Development Area Specific Plan and EIR

Project Description: The City has obtained professional environmental planning and consulting services from First Carbon Solutions International, Inc. (FCS) for the Southeast Development Area (SEDA) Recirculated Program Environmental Impact Report. This project is expected to last 27 weeks and will include various tasks, including kick-off meeting, preparation of the revised project description, preparation of revised administrative draft and final PEIR, final PEIR, mitigation monitoring and reporting program, public hearings, preparation of Notice of Determination, and project management and coordination. The cost of this contract is \$153,636.00.

Work Completed in Reporting Period: the kick-off meeting, revised project description and revised administrative draft were completed early in 2025, with the Recirculated Program EIR released for the required 45-day public comment period between February 7 and March 24, 2025. Over 100 public comments were received, and the Final PEIR was submitted for final staff review on June 4, 2025. A total of \$134,713 has been paid to the consultant First Carbon Solutions (FCS) on this project during the reporting period.

Central Southeast Specific Plan and Mitigated Negative Declaration

Project Description: The City has obtained professional environmental planning and consulting services from First Carbon Solutions International, Inc. (FCS) for the Fresno Central Southeast Area Specific Plan (CSESP) Revised Initial Study/Mitigated Negative Declaration (IS/MND). This project is expected to last 24 weeks and will include various tasks, including kick-off meeting, preparation of the revised project description, preparation of revised administrative draft and final IS/MND, preparation of public review and screen check IS/MND, mitigation monitoring and reporting program, public hearings attendance, preparation of Notice of Determination, and project management and coordination. The cost of this contract is \$63,718.

Work Completed in Reporting Period: The Kick-off meeting and the revised project description are completed, and the IS/MND is 90% complete. A total of \$26,299 has been paid to the consultant FCS on this project during the reporting period.

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 the City of Fresno staff, in order to be able to respond quickly to a surge making 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 for 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:	\$11,861,422.52
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 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.

EVICTION 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:	Provided 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, CCLT completed a feasibility study to explore strategies for supporting community-driven efforts to expand affordable homeownership and rental housing opportunities within the City of Fresno. Based on the study's findings, the organization developed a comprehensive Business Plan to guide implementation, with an emphasis on long-term affordability mechanisms.

LAND BANK FY24

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-term Housing Security: Affordable Housing
Funding Amount:	\$79,606.55
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:	In Progress

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 is intended 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

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

Significant Accomplishments:

City staff continue to research Land Bank methods, along with County Tax Sales for potential acquisitions. Discussions with the Consultant continue regarding Land Bank enabling ordinance language and best practices from other entities across the country.

TINY HOMES – DISTRICT 5

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-term Housing Security: Affordable Housing
Funding Amount:	\$6,704.37
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 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.

PROMOTING EQUITABLE OUTCOMES

This project will serve individuals experiencing or at-risk of 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

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

<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 a 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	In progress

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:	\$10,988.00
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.

PROMOTING EQUITABLE OUTCOMES

This project will serve individuals experiencing or at-risk of 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

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

<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 a 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	In Progress

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

Significant Accomplishments:

These homes have not started being built, as the City works to locate a site for them. By way of RFP for a City of Fresno owned site, negotiations are currently taking place for these homes to be included in that development. Because of the method of construction being used to build these (26) Tiny Homes, we are confident they can be built quickly once they are ready to be placed.

TINY HOME CONSTRUCTION PARTNERSHIP

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

DESCRIPTION

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 the 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

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

<https://edsources.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

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

Significant Accomplishments:

To date, eight tiny homes have been built and certified by Fresno City College, with four currently in construction (In total, there will be 24 Homes). By way of RFP for a City of Fresno owned site, negotiations are currently taking place for these homes to be included in that development.

LESAR CONSULTANTS

FUTURE HOUSING RELATED FUNDING RESOURCES

Recovery Plan Category: 6 – Revenue Replacement

Expenditure Category:	6.1 – Provisions of Government Services
Funding Amount:	\$177,252.13
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 on a 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.

PROMESA COMMONS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-term Housing Security: Affordable Housing
Funding Amount:	\$300,000.00
Managing Department:	Planning and Development
Purpose:	To support the development of affordable rental housing and increase the City’s supply of quality permanent affordable housing.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

Promesa Commons consists of a sixty-four (64) unit multifamily residential development of which two (2) units will be restricted to the SLFRF Agreement. Promesa Commons is an affordable housing development that represents adaptive re-use of a former motel and also new construction that includes both residential apartments and community room space and included on- and off- site improvements. Residential Units consist of studios, one-, two- and three- bedroom units. The project site offers onsite parking, dog park, play structure, bicycle racks and landscaping and irrigation. Security for the site will be provided through a combination of walls and fences, and exterior lighting. The development is also equipped with video surveillance cameras. The project site is located at 1101 Parkway Drive, Fresno CA 93728.

PROMOTING EQUITABLE OUTCOMES

This project will serve individuals experiencing or at-risk of housing insecurity who are, according to local Point in Time (PIT) surveys as well as national statistics, disproportionately people of color. This population is disproportionately represented by Native American, African American, and Latino/a and is 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

Summary of Evidence Base and narrative showing how your program incorporates that model.

Promesa Commons integrates evidence-based strategies that align with federal guidance on effective housing interventions for high-need populations. The project includes two units designated for individuals experiencing homelessness with incomes at or below 50% of Area Median Income (AMI). This approach reflects principles outlined in the U.S. Interagency Council on Homelessness report, which cites substantial evidence supporting Housing First and Permanent Supportive Housing models as effective in increasing housing stability, reducing system costs, and improving individual outcomes.

Additionally, the broader Promesa Commons development supports long-term affordability through the use of public subsidies—a strategy identified by Results for America as having strong evidence of success in expanding access to housing for low-income households. By incorporating both targeted homeless housing interventions and durable affordability mechanisms, the project demonstrates alignment with Treasury’s intent to fund programs grounded in proven practices with measurable social impact.

Backup documentation of evidence-based program. Backup can include a weblink, attachment, narrative description citing the evidence, etc.

<https://www.usich.gov/sites/default/files/document/evidence-behind-approaches-that-end-homelessness.pdf>

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

GOALS OF THE PROJECT

This project will provide permanent affordable housing to individuals and families experiencing housing insecurity. 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 permanent supportive housing for homeless individuals and families developed	0
Number of individuals/families experiencing homelessness identified	2
Number of tenants at risk of displacement and homelessness receiving housing	2

Significant Accomplishments:

Promesa Commons is a 64-unit multifamily residential development that includes both on-site and off-site improvements. Two-and-a-half million dollars were expended for the rehabilitation of the project, and the developer recorded the Certificate of Completion on June 3, 2024. In addition, the City awarded the developer a \$300,000 grant to support further off-site improvements. As a result, two units have been designated for individuals experiencing

homelessness with incomes at or below 50% of Area Median Income (AMI). These off-site improvements were completed in March 2025, and the associated funds have been fully expended. Both restricted units are currently leased to eligible tenants, and the project is scheduled to transition to annual compliance monitoring in the upcoming fiscal year.

STEP UP ON 99

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-term Housing Security: Affordable Housing
Funding Amount:	\$3,500,000.00
Managing Department:	Planning and Development
Purpose:	The conversion and rehabilitation of a vacant motel into 63 units of permanent affordable housing for very low-income households who are most at risk of displacement and homelessness, while meeting the City’s objectives to reduce homelessness, increase housing stability, and advance the supply of affordable permanent housing.
Qualified Census Tracts:	Citywide
Use of Evidence:	Yes
Project Status:	In Progress

DESCRIPTION

This project consists of the conversion and rehabilitation of the former Motel 99 located at 1240 and 1280 Crystal Avenue, into 63 affordable rental housing units, of which 11 units will be reserved for very low- and low-income rental housing, and 1 on-site manager’s unit. The developer of this adaptive reuse project is Fresno Housing Authority. The outcomes for this program include growing the affordable housing stock, increasing overall housing supply, and improving housing stability for tenants at risk of displacement and homelessness. This project will increase, improve, and preserve the community’s supply of low or very low-income housing available and will have a positive influence on the surrounding neighborhood. The chosen program manager is Turning Point of Central California, who 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.

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

Step Up on 99 (Manzanilla Commons) is a 63-unit multifamily affordable housing development created through the adaptive reuse and rehabilitation of a former motel. Of these, 11 units are reserved for very low- and low-income households, expanding access to deeply affordable housing in a historically underserved corridor of the City of Fresno. This investment advances SLFRF objectives by preserving housing stability for vulnerable populations and repurposing existing infrastructure to efficiently address community housing needs.

The project model is supported by strong national evidence. According to the Urban Institute’s *Why Housing Matters for Upward Mobility*, stable, affordable housing is directly linked to improved educational attainment, workforce participation, and health outcomes. HUD’s *Evidence Matters* further identifies motel conversions as an effective, scalable, and cost-efficient strategy to increase the affordable housing supply—particularly when paired with neighborhood integration and resident-serving amenities.

By leveraging SLFRF funding to implement a model validated by strong national research, Step Up on 99 demonstrates alignment with Treasury’s evidence-based standards and delivers measurable benefits that reinforce housing equity and long-term community resilience.

<https://www.urban.org/sites/default/files/publication/103472/why-housing-matters-for-upward-mobility-evidence-and-indicators-for-practitioners-and-policymakers.pdf>

<https://endhomelessness.org/resources/case-studies/hotels-to-housing-case-studies/>

<https://archives.huduser.gov/portal/periodicals/em/Summer21/highlight1.html>

GOALS OF THE PROJECT

The goals of this project are to create quality, affordable rental housing by rehabilitating existing 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	63

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

Significant Accomplishments:

During the reporting period, the project was in the development phase. Manzanilla Commons is a 63-unit multifamily affordable housing development resulting from the adaptive reuse and rehabilitation of an underutilized motel. Once completed, the units will provide deeply affordable housing, all of which will be available to households at risk of displacement or homelessness. Eleven (11) units will be reserved for households classified as Very Low- and Low-Income, consistent with program affordability targets.

The project successfully utilized the full \$3.5 million in awarded ARPA funds to carry out eligible rehabilitation and adaptive reuse activities. Construction was completed late June 2025, at which point the development secured a permanent Certificate of Occupancy and proceeded into the lease-up phase. The Developer will be recording a Certificate of Completion during the upcoming Fiscal Year.

This project contributes to the City’s affordable housing goals by increasing the supply of deeply affordable, permanently restricted units and repurposing existing infrastructure to meet urgent housing needs in a cost-effective manner.

MIXED INCOME NEIGHBORHOOD TRUST

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.15 – Long-Term Housing Security: Affordable Housing
Funding Amount:	\$1,950,058.47
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
Use of Evidence:	Yes
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>

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.

MOBILE SHOWER STATIONS FOR THE UNHOUSED

HOUSING SUPPORT SERVICES

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.16 - Long-term Housing Security: Services for Unhoused Persons
Funding Amount:	\$238,616.11
Managing Department:	Planning 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 involve 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 and 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 showers 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 while 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:	\$420,503.63

Managing Department:	Planning and Development
Purpose:	To acquire undeveloped land for future affordable housing projects as part of the redevelopment of Parkway Drive.
Qualified Census Tracts:	20
Use of Evidence:	Yes
Project Status:	Complete

DESCRIPTION

As part of the City’s goals to advance community and economic development in targeted areas as outlined in the One Fresno Housing Strategy, the City 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 the 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
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Number of affordable housings preserved or developed	3 parcels
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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 the 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 a 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 of 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 assists 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
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Number of affordable housing units preserved or developed	64
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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 Progress

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 supportive on-site 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 help 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 a 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	96

Output Measures	Total
Number of permanent supportive housing for homeless individuals and families developed	96
Number of individuals/families experiencing homelessness identified	0
Number of tenants at risk of displacement and homelessness receiving housing	0

Significant Accomplishments:

The Welcome Home/Sierra Crossing Project with Valley Teen Ranch is a new construction permanent affordable housing development that will provide 96 units of modular housing for individuals and youth experiencing or at-risk of homelessness. During the reporting period, the project was completing the construction phase and received a temporary Certificate of Occupancy on May 30, 2025. The project expects to receive its' permanent Certificate of Occupancy in mid-July 2025.

The project will provide deeply affordable units designated for qualified tenants with incomes at or below 30% Area Median Income (AMI). The project expects to be fully occupied by the end of the year and will transition to annual compliance monitoring in the upcoming fiscal year.

The project successfully utilized the full \$2.8 million in awarded ARPA funds for eligible hard and soft construction costs. This project contributes to the City's affordable housing goals by increasing the supply of deeply affordable, permanently restricted units and meeting urgent housing needs in a cost-effective manner.

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:	\$14,006.00
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:	Complete

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 impacted 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.

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 help low-income HCV holders, who have been unsuccessful in leveraging existing vouchers to lease 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. VIP further incentivizes housing in high opportunity areas - deconcentrating on 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	367
Number of Housing Choice Voucher households served, and number successfully leased up	367
Complete accounting of deposits, and fee assistance provided	\$473,514.59
Complete accounting of damage repair fund claims, and vacancy loss payments	\$86,151.61

Number of individuals participating in tenant training, and successful completion numbers	367
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Outcome Measures:

- Number of Housing Choice Voucher holders able to successfully lease up: 367
- Number of partnering landlords through Fresno Housing Authority: 100

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 367 individuals and families were enrolled in the VIP and completed the Resident Education program. During this reporting period, 367 individuals and families were housed. Below is a breakdown of incentives offered during the reporting period:

- \$326,500 was paid in signing incentives
- \$473,514.59 was paid in security deposit and application fee expenses
- \$86,151.61 was paid for damage repair claims and vacancy loss payments

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:	\$331,227.90
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 receives the services. Areas in all districts were identified for cleanup and assistance. Goal of the project:

GOALS 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.

DOWNTOWN DEMOLITION

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.23 – Strong Healthy Communities: Demolition and Rehabilitation of Properties
Funding Amount:	\$300,000.00
Managing Department:	Planning and Development
Purpose:	The funds will be used to demolish and dispose/recycle of a fire damaged structure at the site in preparation for the future reuse as affordable housing.
Qualified Census Tracts:	4
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

The City has hired contractor David T. Knott to implement the project consisting of the demolition and disposition and/or recycling of 8000 square foot 2 story fire damaged structure and 3600 square foot rear structure including 3 basement walls and floor removal. The scope of work includes backfill and compact basement with engineered fill

including compaction testing by a licensed consultant; asbestos and lead abatement by a licensed environmental contractor; provide San Joaquin Valley Air Pollution Control District notifications, permits, demolition releases and fees; provide City demolition and sewer cap permit and fees; implement City Waste Management Plan and submit all documentation for final inspection; provide offsite encroachment permit and Traffic Control Plan and implementation; provide dust control during operations; provide Underground Service Alert notification prior to operations; and provide prevailing wage rates. The location of the project two adjacent parcels located at 930-934 F Street and 935 China Alley.

PROMOTING EQUITABLE OUTCOMES

This project serves all residents of District 3.

GOALS OF THE PROJECT

The goals of this project are to safely demolish and dispose/recycle a fire damaged structure at the property in preparation for the future reuse as affordable housing.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Number of affordable housing units proposed to be developed following demolition	Up to 35

Output Measures	Total
Number of square feet of structure has been demolished	6,000 SF
Percentage of demolition recycled	75% of the bricks from the original structure have been saved to be repurposed

Outcome Measures:

Removal of this blighted property has had great impact on the surrounding neighborhood, because of the state it was in for several years following the fire and partial demolition.

Significant Accomplishments:

The demolition of 934 F Street (Bow On Tong) building has been completed.

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:	\$18,377,693.13
Managing Department:	PARCS
Purpose:	Acquisition, design, and constriction improvements for parks throughout the city.

Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
Project Status:	In Progress

DESCRIPTION

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

PROMOTING EQUITABLE OUTCOMES

Park amenities have not been pre-determined but will instead be selected based on community engagement to be conducted during the development of 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
Vinland Park Playground	7,678
Cary Park Hockey Rink	6,014
Beautification at Keats Reading Corner	4,860
Lafayette Park Restroom Rehabilitation	5,437
Woodward Park BMX Park	5,225
Pinedale Community Center Restrooms	3,808
Orchid Park Tot Lot	3,398

Summary of the program to date, and any significant accomplishments through June 30, 2025:

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 the 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 the 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 completed 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 anticipate 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:

The goal of this project was 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 surface that is currently in place. Two courts were previously striped for tennis only. The updated surfacing and striping enable Futsal and Basketball to be played on one court, along with Tennis and Pickleball on the other court. This project also includes 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.

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.

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.

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 the process to finalize the scope of work and cost for the design project.

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 have conducted a property appraisal on the property and have provided the appraisal to the property owner for review and consideration.

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.

Vinland Park Playground:

Procure a design firm to assess the current condition of the play structure at Vinland Park, prepare designs for any required improvements to meet safety standards, inclusive of new safety surfacing to replace existing mulch surface and new shade structure. Construct recommended improvements. Construction of the shade structure is expected to begin in July 2025.

Cary Park Hockey Rink:

The goal of this project is to make the necessary lighting additions to the Cary Park hockey rink. This improvement will enable residents to utilize the hockey rink after dark, therefore increasing the usability of the site. Construction is expected to begin July 2025.

Beautification at Keats Reading Corner:

This project includes addition of mulch and landscaping, a little library, and a bench to the Keats Pocket Park. The time estimate for this project is one to two months to be completed by the City's Public Works Department. This project was completed in November 2024.

Lafayette Park Restroom Rehabilitation Project:

Rehabilitation of the men's and women's restrooms at Lafayette Community Center to include new fixtures, assessment and correction of plumbing as needed, replacement of stalls, repair or replacement of damaged sections of walls/floors/doors, and painting of the interior. Construction is expected to start in July of 2025 and be substantially completed by December of 2025.

Woodward Park BMX Park:

The Woodward Park BMX track does not have electrical service to the site. We currently use four gas generators to power the registration booth, electrical equipment, PA system, and to operate the starting gate. We use diesel engine powered light towers to illuminate the track. Also, due to ground settlement, a grade change has been observed at the start point of the BMX course, which will require replacing the starting gate to ensure the safety of the riders. Design documents are currently being reviewed by the City of Fresno.

Pinedale Community Center Restrooms:

One existing male restroom and one existing female restroom are located within the facility and in need of a redesign to improve current conditions and meet ADA compliant regulations. The scope includes, but is not limited to, demolition of existing structures, modification of existing plumbing and electrical utilities as needed, and layout reconfigurations. The layout design reconfiguration to accommodate desired needs are as follow: Male restroom will consist of two stalls with one being ADA compliant, one urinal, a wash station, accessible hand dryer, and adjustment to the door frame to meet regulations. Female restroom will consist of two stalls with one being ADA compliant, a wash station, accessible hand dryer, and adjustment to the door frame to meet regulations. The existing path of travel, from the Community Center northwest entrance leading towards the restrooms, will also require minor concrete work to meet ADA standards. Construction Documents along with CEQA forms have been reviewed by City-PARCS and City-CPD has conducted a constructability meeting.

Orchid Park Tot Lot:

This project will utilize funding to procure and install several items at the Orchid Park Tot Lot to include pour-in-place soft-fall safety surfacing, a shade sail structure and 2 waste receptacles. Assess and provide recommendations of existing play surface. Additionally, an ADA compliance assessment will be conducted at the site. Construction on the project started in April of 2025 with the installation of the shade structure over the tot lot and the addition of soft-fall safety surfacing. Current work includes improvements to the ADA pathways of travel, which is scheduled to be completed by September 2025.

STRUCTURAL REPAIR OF OLD ROESSLER WINERY

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$8,679.55
Managing Department:	PARCS
Purpose:	Repairs and rehabilitation of winery building.
Project Status:	In Progress

DESCRIPTION

The Roessler Winery Building, built in 1893, is located at Reedy Park and is experiencing structural issues due to its age. We conducted a structural assessment to determine what structural repairs or modifications are required, along with a cost opinion for that work. Schematic designs and construction documents have been completed for this project. The revised plans have been approved by the city Building and Safety Division and submitted to the local Historic Preservation Committee, where approval is still pending. Bidding documents will be prepared in the next phase. This rehabilitation will allow us to use the facility as an entry and exit point for the park; a gift shop/welcome center space; and storage and work areas.

ROESSLER WINERY REDESIGN

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$126,494.00
Managing Department:	PARCS

Purpose:	To renovate the Old Roessler Winery building into a useable space to be used as a welcoming center, complete with gift shop, museum, restroom and storage space.
Project Status:	In Progress

DESCRIPTION

This project consists of designing commercial tenant improvements to the Old Roessler Winery building to transform the space from a warehouse into a multifunctional space to include an entry and exit point for the park, a gift shop/welcome center, an event venue, museum, restroom, and storage areas. Preliminary conceptual plans have been completed by the design contractor.

LOGAN PARK TOT LOT

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$291,800.00
Managing Department:	PARCS
Purpose:	Improve Logan Park tot lot area with various updates and upgrades.
Project Status:	In Progress

DESCRIPTION

Logan Park tot lot improvements will include replacing the existing mulch surfacing with pour-in-place soft-fall safety surfacing. Additionally, ADA pathway improvements will be included to update the path of travel to and from the tot lot footprint. Schematic designs were completed in fall of 2023 with construction documents finished by summer of 2024. The play equipment refurbishments and the addition of the soft-fall installation at the tot lot have been completed. Construction for ADA accessibility began this quarter with concrete flatwork installation. Concrete and re-seeding the turf will both commence by early September 2025.

FULTON ARTWORK MAINTENANCE

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$22,419.29
Managing Department:	GSD
Purpose:	Conservation of artwork located on Fulton Street
Project Status:	In Progress

DESCRIPTION

This project will facilitate the preservation and conservation of the artwork located on Fulton Street allowing the City of Fresno residents and visitors to downtown Fresno to enjoy the unique artwork. As of June 2025, through the work of a conservation studio, the department conservation efforts were completed for two art pieces: Ellipsoid.

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:	\$225,845.24
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 areas 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:	\$25,454,207.86
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
- Paving 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
- Grind and overlay on Fruit Avenue from Clinton to Dakota
- Repave Echo Avenue between McKinley and Olive Avenues
- Orazo Elementary School Speed Radars
- Orazo Elementary School Cross-Walks
- Historical Lighting
- MLK Center Active Transportation Infrastructure

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:	\$758,717.91
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	\$191,494.16

Output Measures	Total
Number of speed hump sets installed	22

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:	\$46,663.59
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.

DISTRICT 4 CONCRETE PROJECTS AND REPAIRS

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Funding Amount:	\$31,776.39
Managing Department:	Public Works
Purpose:	Provide long-lasting infrastructure for residents within the community.
Qualified Census Tracts:	52.04, 33.01, 53.02
Use of Evidence:	N/A
Project Status:	Complete

DESCRIPTION

This project provides for the paving of streets, upgrading of ADA curb ramps, repairs to concrete curbs, gutters, and sidewalks. Install pavement markings in accordance with the Manual on Uniform Traffic Control Devices (MUTCD).

PROMOTING EQUITABLE OUTCOMES

This project benefits the residents and visitors of several Fresno neighborhoods.

GOALS OF THE PROJECT

The goal of this project was to provide improved infrastructure to several Fresno neighborhoods. Streets were paved, ADA curb ramps were installed, and repairs were made to curbs, gutters and sidewalks.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Total capital expenditure, including pre-development costs	\$31,776.39

Output Measures	Total
Linear feet of sidewalks repaired	285
Linear feet of curbs/gutters repaired/installed	290
Number of driveway approaches installed/repaired	2

Significant Accomplishments:

This project is now complete. The project included repair to the existing concrete infrastructure including curbs, gutters and sidewalks as well as several driveway approaches. The repairs have enhanced the safety and appearance of the neighborhood.

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:	\$100,383.68
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:	Complete

DESCRIPTION

This project was completed in September 2024. The project consisted of daily litter abatement for four hours a day and weekly pressure washing on Thursdays and as needed in Chinatown. Staff assigned to this project included a Utility Lead worker and laborer; we also utilized 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	444
How many days of pressure washing have been completed	63

Outcome Measures:

- 315.82 lbs. of collected litter were collected during the project period.

Significant Accomplishments:

This project was completed by a dedicated staff for Chinatown litter abatement and pressure washing 7 days a week (less holidays), for at least 4 hours a day. Pressure washing was completed at least once a week on Thursdays, for a

full day and as needed. This allowed for quick and efficient response time. The area was generally clear of litter from daily service and monitoring, which maintained cleanliness.

BEAUTIFY FRESNO RESOURCES

LITTER CONTROL VEHICLES

Recovery Plan Category:	2 – Negative Economic Impacts
Expenditure Category:	2.22 – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety
Funding Amount:	\$1,306,999.97
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:	\$479,808.21
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.

BEAUTIFICATION ON BARSTOW AND CEDAR

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: Public Works
Purpose: Provide long-lasting infrastructure for residents within the community.

Qualified Census Tracts:	54.8, 54.3
Use of Evidence:	N/A
Project Status:	In Progress

DESCRIPTION

This project consists of trimming existing trees, removal of existing stumps, removal of dead trees, removal of dying juniper clumps, and installation of new irrigation system (trenched PVC and backflow). Lastly, new trees will be planted.

PROMOTING EQUITABLE OUTCOMES

This project benefits several Fresno neighborhoods, enhancing the safety and overall environment for both residents and visitors.

GOALS OF THE PROJECT

This project aims to improve the neighborhood by way of tree trimming, tree removal, tree planting and wood chip installation to enhance the median islands for an appealing appearance.

PERFORMANCE MEASURES

Key Performance Indicators	Total
Total expected capital expenditure, including pre-development costs, if applicable	\$44,732.50

Output Measures	Total
Number of removed diseased or dying trees	39
Number of new/replacement trees	162

Outcome Measures:

- Thirty-nine diseased or dying trees were removed and 162 new trees were planted.
- Removal of dead and dying shrubs, area to removal of trash and debris which had been caught in the dead shrubs.
- Installation of new irrigation (PVC SCH40 trenched) and points of connection (water service).

Significant Accomplishments:

Thirty-nine diseased or dying trees were removed and 162 new trees were planted. Species include the Oklahoma Redbud, Amur Maple, Lemon Bottlebrush, Little Gem Magnolia, Trident Maple, Armstrong Red Maple, Black Tupelo, Golden Rain, and the Trident Maple. Removal of dead and dying shrubs, area to removal of trash and debris which had been caught in the dead shrubs, trimmed all remaining trees, wood chips were spread and new irrigation (PVC SCH40 trenched) and points of connection (water service) were installed.

RENZI ART RESTORATION AND PRESERVATION

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

Funding Amount:	\$17,580.71
Managing Department:	City Attorney's Office
Purpose:	Removal and restoration of Renzi mural
Project Status:	Complete

DESCRIPTION

This project consisted 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. The mural is being reinstalled at a location in District 7 for all residents to visit and enjoy it.

PUBLIC SAFETY

FIRE DEPARTMENT RETENTION AND STAFFING

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$19,040,100.00
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 allowed 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, met 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:	\$204,480.69
Managing Department:	Fire Department
Purpose:	Installation of gates and fences and station repairs.
Project Status:	Complete

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:	\$231,997.92
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:	Complete

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:	\$127,981.96
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:	Complete

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.

FIRE DISPATCH CONTRACT

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$433,259.27
Managing Department:	Fire Department
Purpose:	Pay a portion of the County of Fresno dispatch contract.
Project Status:	Complete

DESCRIPTION

This project will pay a portion of the Fire Dispatch contract with County of Fresno to provide dispatch service for the City of Fresno’s Fire Department.

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:	\$2,879,153.03
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 SWORN STAFFING RETENTION

Recovery Plan Category:	3 – Public Health-Negative Economic Impact: Public Sector Capacity
Expenditure Category:	3.3 - Public Workforce: Other
Funding Amount:	\$4,608,200.00
Managing Department:	Police Department
Purpose:	Personnel costs for police officers (public safety).
Qualified Census Tracts:	Citywide
Use of Evidence:	N/A
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.

PROMOTING EQUITABLE OUTCOMES

This project served all members of the public regardless of race. All calls for service 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 Police Department to achieve and maintain adequate sworn staffing, meeting the increased demand for services and protected department staff who may have been exposed from spreading COVID-19.

POLICE HEADQUARTERS

Recovery Plan Category:	6 – Revenue Replacement
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Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$143,579.34
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 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:	\$162,659.81
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:	Complete

DESCRIPTION

This project was for the purchase of 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 ORDINANCE DISPOSAL UNIT EQUIPMENT

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$71,999.99
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:	Complete

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 to 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 enable 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:	\$236,226.48
Managing Department:	Police Department
Purpose:	Car computers are needed to replace old, out-of-date computers that do not have adequate software support and antivirus software that no longer receive version updates.
Project Status:	Complete

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 patrols in an efficient and safe manner as they are able to run our new Computer Aided Dispatch system Axon and related programs without the issues that the old equipment.

POLICE SWORN ESSENTIAL STAFFING

Recovery Plan Category:	6 – Revenue Replacement
Expenditure Category:	6.1 – Provision of Government Services
Funding Amount:	\$19,748,376.90
Managing Department:	Police Department
Purpose:	Personnel costs for First Responder (public safety) personnel.
Project Status:	Complete

DESCRIPTION

This funding was provided to meet the high demands of the additional sworn personnel needs during the COVID-19 pandemic. Essential services such as public safety experienced high levels of susceptibility due to large volume of COVID-19 related calls for service.

POLICE VEHICLES

Recovery Plan Category:	6 – Revenue Replacement
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Expenditure Category:	6.1 - Provision of Government Services
Funding Amount:	\$5,323,777.81
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 of acquiring 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:	\$275,016.00
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. RTC hasn't had significant updates since it opened over 10 years ago and needed repairs to the RTC track and landscape along with equipment to move efficiently on the grounds of the RTC. Repairs on 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:	\$134,317.20
Managing Department:	Police Department
Purpose:	Police Department Helicopter Maintenance and Repairs

Project Status: Complete

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:	\$889,786.61
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 youths and 50 high school youths 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 in 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, addressing any queries they may have, and establishing 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 with 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, expanding 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 youths enrolled in secondary education courses	37
Number of youths 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 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 youths enrolled in Educational Enrichment program	211
Number of youths enrolled in the Community Liaison Mentoring/Safe Passage program	40

Output Measures					Total
Number of participants enrolled					250
Number of referrals made					0
Number of families participating					0
Number of participants supported					250
Number of hours of support by unique participant					16,101
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 information 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 groups of students.

During the grant period, the Hands-On Central California – Street Saints reported a total of 210 participants engaged in Educational Enrichment Program (Program 1). In terms of services hours, Hands On Central California – Street Saints documented 15,808 hours for Program 1.

For the Community Liaison Mentoring/Safe Passage Program (Program 2), Hands On Central California – Street Saints reported 40 unique participants and delivered 293 hours.

Resiliency Center

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

Output Measures	Total
Number of unique participants trained	294
Number of unique participants receiving debriefing	6
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, 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 300 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 32 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 connected 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	2
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.

Completed Assessments:

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 youths 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 graduates from the 4-week Workforce Development program	54
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, 2025)	

Hispanic/Latino	African America	Asian/Pacific Islander	East Indian	Caucasian	Other/Decline to State
55	40	4	0	7	2
Participants by Gender (Start of grant to June 30, 2025)					
Male		Female		Declined to State	
108		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 youths enrolled in the Street Level Outreach Program	60
Number of youths 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 to provide career and educational opportunities.

Significant Accomplishments:

During the grant period, FEOC Advance Peace Program reported a total of 149 participants engaged in the Street Level Outreach (Program 1). This figure may include duplicate individuals, as it was challenging to track unique participants during outreach events. In terms of services hours, FEOC Advance Peace Program documented 20 hours for Program 1.

For the Junior Fellowship Program (Program 2), FEOC Advance Peace Program reported 59 unique participants and delivered 897 hours. It is important to note that participant counts for Program 2 reflect only new unduplicated individuals. Per evaluation “Every Organization served clients every month but only reported for new participants.”

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 surveys completed (NYOI)	0
Number of parents attending the program	0

Participants by Race (Start of grant to June 30, 2024)					
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 youths 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.