



GREATER FRESNO REGION

DRIVE

DRAFT | 10.31.19





DRIVE

DEVELOPING THE REGION'S
INCLUSIVE & VIBRANT ECONOMY

- SUMMARY -
GREATER FRESNO REGION
10-YEAR INVESTMENT PLAN

Draft as of 10/31/19



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Open Letter on Racial Equity and the Future of Fresno

October 31, 2019

Dear Colleagues, Neighbors, and Potential Investors in Fresno's Future:

Participation in the Fresno DRIVE (Developing the Region's Inclusive and Vibrant Economy) Initiative as members of the Executive Committee has been a difficult, exhilarating, and rewarding experience.

We convened the DRIVE Initiative with a commitment to research and data. What we have found not only reveals alarming gaps in Fresno's economy, but compels us to understand that racial inequity is impeding our economic recovery.

Research from PolicyLink and USC shows that our region's struggling overall economy, inequities in access to the economic opportunities that do exist, and unequal health outcomes that follow lines of place, race, and class are all intertwined.¹

Research from the Urban Institute² on economic recovery and inclusion indicates that cities that are more inclusive — more equitable — tend to have healthier economies, and that cities going through an economic recovery tend to become more inclusive.

The same research shows that Fresno's economy has been positioned poorly for recovery. While our economy struggles overall (55th out of 59 large cities in California for economic recovery), Fresno is also the least racially inclusive city in California (59th out of 59 large cities) and among the least inclusive in the nation (263rd out of 274 large cities in the U.S.).

The importance of equity for economic growth even plays out at the household and neighborhood level. Groundbreaking research³ on millions of families' economic transitions, from one generation to the next, shows that some neighborhoods are dramatically better than others for growing up and escaping poverty. This research has found that areas of greatest economic opportunity have less residential segregation and income inequality, along with stronger primary schools, social capital, and family stability.

Fresno's tale of two cities has gone as far as it can go. This is why from its inception, DRIVE has focused on finding ways to close the stark racial gaps that are holding our economy back.

Of course, racial inequity does not simply land in our laps as an economic research finding. To truly address it, we have found ourselves called to reexamine our history and renew our ambition for a more just community. In Executive and Steering Committee meetings, it became clear that a meaningful, targeted conversation on racial equity was long overdue. Focusing on racial equity is critically important to the

1 PolicyLink and the USC Program for Environmental and Regional Equity, 2017. Advancing Health Equity and Inclusive Growth in Fresno County. Available online at https://nationalequityatlas.org/sites/default/files/FresnoProfile_final.pdf.
2 Poethig, E., et al. "Measuring Inclusion in America's Cities." The Urban Institute, 2018. See <https://www.urban.org/urban-wire/how-local-philanthropy-addressing-fresno-californias-severe-economic-inequities>.
3 Chetty, R., et al. "Where is the Land of Opportunity? The Geography of Intergenerational Mobility in the United States." The Quarterly Journal of Economics (2014) 129 (4): 1553-1623. NBER Working Paper No. 19843. Accessed at <https://www.nber.org/papers/w19843>.



long-term success of the DRIVE Initiative, the local economy, and the future of Fresno. We have to find a way to come together as community members to acknowledge our past while working together to create a future that works for everyone.

In order to achieve inclusion, the DRIVE Executive Committee made a commitment to the following strategies we believe will meaningfully ground the Community Investment Plan in our stated values of racial inclusion and equity:

1. Embed racial equity into the goals and metrics of all DRIVE initiatives (fall 2019);
2. Engage local and external “equity experts” in the process of refining and implementing tactics for said initiatives (fall 2019 and beyond); and
3. Engage local and external experts in designing and implementing a broad community dialogue to learn together about the root causes of our current racial inequities and best practices for overcoming them (winter/spring 2019-2020).

Lastly, the foundation for sustaining these commitments and ultimately measuring the success of the DRIVE Initiative will also depend on the level and effectiveness of meaningful community consultation throughout planning and implementation phases. This is why feedback from a first round of community focus groups has been incorporated in the draft DRIVE Community Investment Plan and why further steps to deepen and expand inclusion in this process are critically necessary. We are committed to ensuring that those most impacted by economic development decisions have a seat at the table.

To level set our thinking about equity and inclusion, we turned to Race Forward, an organization that uses systemic analysis to dismantle structural racial inequity and create equitable outcomes for all. Race Forward suggests:

“We achieve racial equity when race no longer determines one’s socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live.

When we achieve racial equity: People, including people of color, are owners, planners, and decision-makers in the systems that govern their lives. We acknowledge and account for past and current inequities, and provide all people, particularly those most impacted by racial inequities, the infrastructure needed to thrive. Everyone benefits from a more just, equitable system.”

With this definition as our guide, DRIVE participants created a business plan template that embedded racial equity considerations in the development process. It was important for each Work Group to understand the positive and potentially negative effects of the proposals on specific populations and their economic prosperity and well-being.

As initiatives were being drafted, the DRIVE Racial Equity and Inclusion Taskforce adapted an assessment tool from the City of Seattle to help sponsors refine their work and further align goals and metrics with racial equity values ahead of the California Economic Summit in November 2019. Local content advisors with an eye for equity in their respective fields were engaged to ensure a robust examination of the initiatives, and Taskforce members conducted one on one calls with each sponsor. As a result, the DRIVE community



investment initiatives prioritize investments that will close racialized gaps, especially for underinvested communities.

While this imperfect process unfolds, we are building our collective capacity for shared decision-making and community engagement. We understand historical inequities cannot be easily undone and are committed to creating sustainable solutions. While each initiative is in a different stage of development, they are connected by the commitment to leverage existing assets, work collaboratively across sectors, and remain accountable to equitable and inclusive results. We understand this initiative is about much more than closing economic gaps in our community. It is about racial equity. It is about inclusion. It is about building a community that leaves not one institution, one structure, or one person behind.

We invite you to join us.

DRIVE Executive Committee*

Erica Acevedo, Jobs for the Future	Sarah Hooker, Jobs for the Future
Brian Angus, Fresno Economic Opportunities Commission	Yen Kilday, Central Valley Community Foundation
Diego Arambula, Central Valley Community Foundation	Blake Konczal, Workforce Investment Board
Miguel Arias, City Councilmember, City of Fresno	Sarah Moffat, Central Valley Community Foundation
Oliver Baines, Central Valley NMTC LLC	Deborah Nankivell, Fresno Business Council
Elliott Balch, Central Valley Community Foundation	Dr. Ram Nunna, Fresno State University
Keith Bergthold, Fresno Metro Ministry	Will Oliver, Fresno County Economic Development Corporation
Natasha Biasell, Ivy Public Relations	Dr. Tania Pacheco-Werner, Central Valley Health Policy Institute
Heather Brown, Fresno Economic Opportunities Commission	Artie Padilla, Every Neighborhood Partnership
Dr. Michele Cantwell-Copher, Office of the Fresno County Superintendent of Schools	Vivian Paz, Central Valley Community Foundation
Eric Cederquist, Fresno Cradle to Career	Lupe Perez, City of Fresno
Sandra Celedon, Building Healthy Communities	Dr. Alan Pierrot, Central Valley Community Foundation
Pastor DJ Criner, Saint Rest Economic Development Corporation	Preston Prince, Fresno Housing Authority
Lee Ann Eager, Fresno County Economic Development Corporation	Joe Schilling, Urban Institute
Tommy Esqueda, Fresno State University	Phoebe Seaton, Leadership Counsel for Justice and Accountability
Kelli Furtado, Fresno Housing Authority	Laneesha Senegal, Vision View
Veronica Garibay, Leadership Counsel for Justice and Accountability	H Spees, Office of Mayor Lee Brand, City of Fresno
Linda Gleason, Fresno Cradle to Career	Ashley Swearingin, Central Valley Community Foundation
Dr. Carole Goldsmith, Fresno City College	Genelle Taylor Kumpe, San Joaquin Valley Manufacturers Alliance
Sabina Gonzalez-Eraña, The California Endowment	Ashley Werner, Leadership Counsel for Justice and Accountability
Tara Lynn Gray, Fresno Metro Black Chamber of Commerce	Sheri Wiedenhoefer, Fresno Pacific University
Ana Gutierrez, Jobs for the Future	Pao Yang, The Fresno Center
Tracewell Hanrahan, Fresno Housing Authority	Geri Yang-Johnson, Wells Fargo
Ismael Herrera, CA Forward	
Tate Hill, Access Plus Capital	

*Participation as an Executive Committee member indicates a commitment to the planning process and the drafting of the DRIVE Community Investment Plan.

Implementation of the initiatives will require separate consideration by each individual organization.



EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The Fresno DRIVE Initiative

The Fresno DRIVE Initiative is a 10-year Community Investment Plan drafted with input from a 300-person steering committee representing over 150 organizations in the Greater Fresno Region. The composition and scope of the DRIVE coalition is unprecedented, representing a diverse group of civic, community, and business leaders who collectively sought to answer the question,

“ What would it take to fundamentally transform the Greater Fresno Region by 2030 and create opportunities for all residents to achieve real economic mobility by fostering an economy that is inclusive, vibrant and sustainable? ”

The DRIVE coalition undertook a four-month, intensive process to:

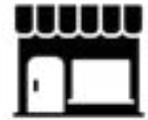
1. Assess baseline data on Fresno’s economy, human capital, and neighborhood quality;
2. Align on a 10-year aspirational vision for inclusive economic development;
3. Identify the key actions and investments needed to achieve the 10-year vision; and
4. Determine the community impact of those investments.

The draft DRIVE Community Investment Plan was supported with strategy development, research and consulting from McKinsey & Company, The Brookings Institution, the Urban Institute, Jobs for the Future, and the Central Valley Health Policy Institute at Fresno State, and with funding from the James Irvine Foundation and the Kresge Foundation.



The Impact of DRIVE

The DRIVE Community Investment Plan is comprised of 18 investment initiatives that collectively call for nearly \$4.2 billion of investment across three major areas: economic development, human capital, and neighborhood revitalization. When successfully executed, the 10-year DRIVE Investment Plan will deliver the following outcomes for the Greater Fresno Region:



49,463
New Jobs
Directly &
Indirectly

13,800
Housing Units
& Vouchers
Created & Preserved

64,200
Workers
Trained

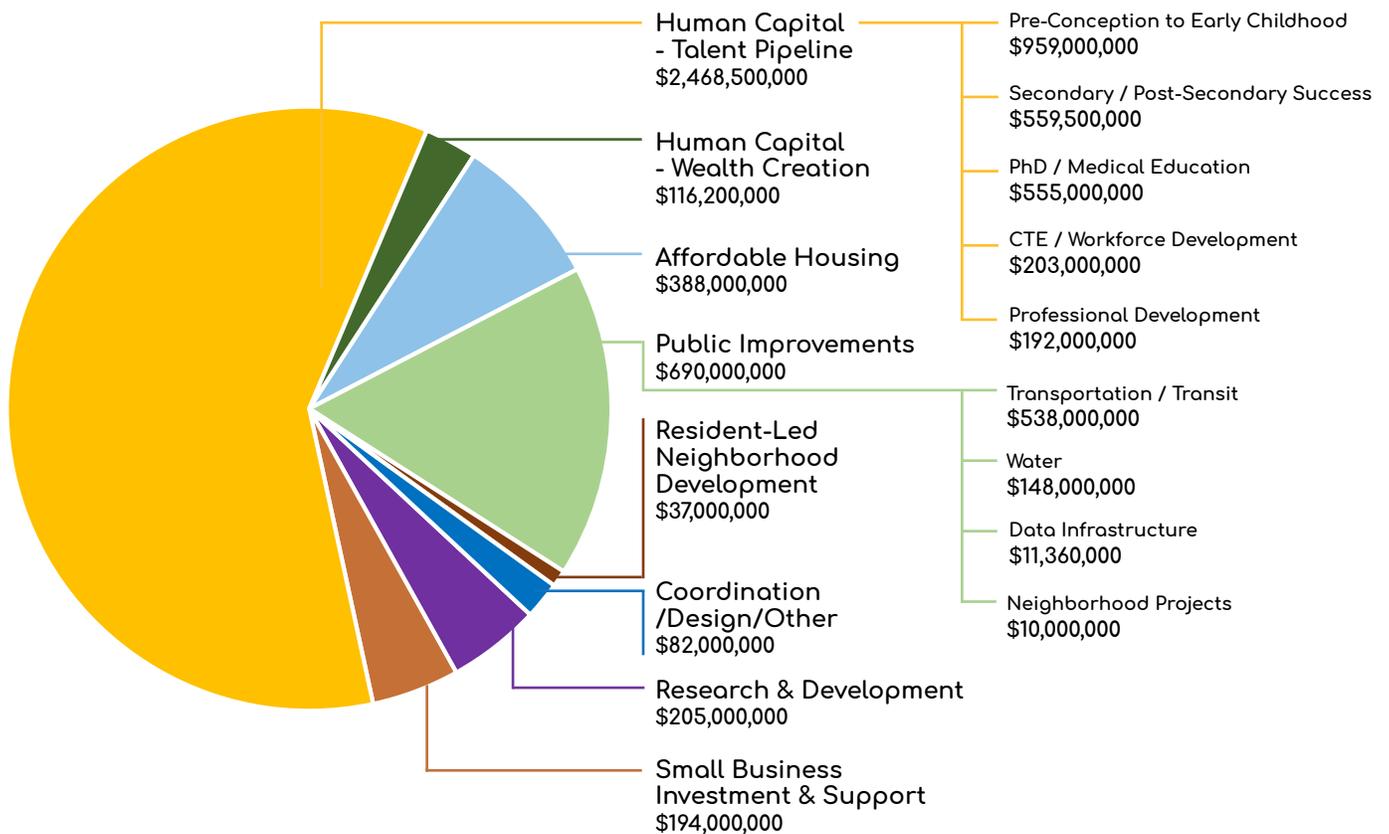
269,950
Residents
Positively Impacted
and Involved

3,450
Small
Businesses
Supported

Diversified Investment

The DRIVE Community Investment Plan calls for over \$4 billion of public, private, and philanthropic investment by 2030, as summarized below:

DRIVE Investment Snapshot:
\$4,180,700,000



Our Starting Point

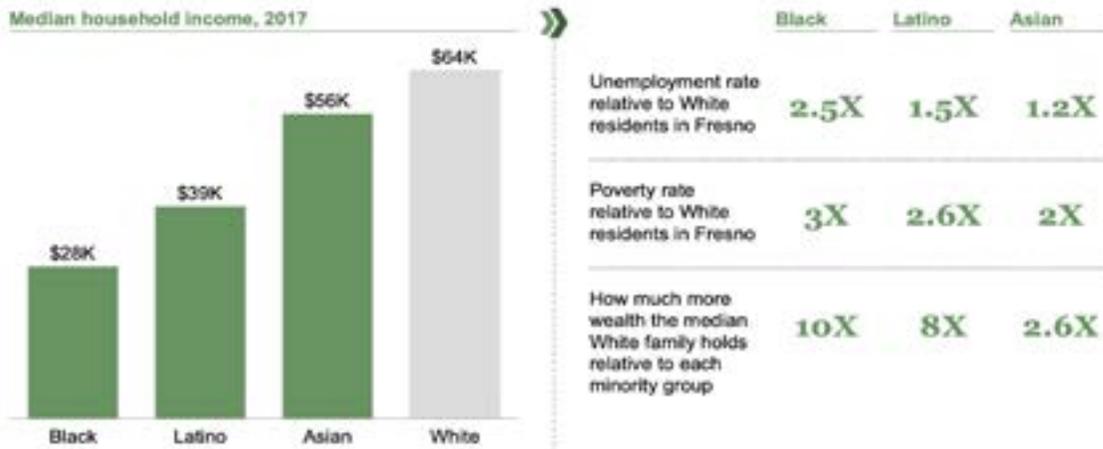
Located in California's vast Central Valley, Fresno is a community rich with cultural and economic assets. With over 50% of its population under the age of 30 years old and 65% of its population identifying as Hispanic, Black, or Asian, Fresno truly represents the future of California and the future of the nation.

After 20+ years of difficult civic leadership work, Fresno is increasingly known around the state and nation for its community development and advocacy efforts, which have begun to yield meaningful resident engagement, policy changes, public and private investment, and momentum for positive change.

The Fresno DRIVE coalition both honors the momentum of recent years and submits the community's progress to the scrutiny of the deep, systemic challenges that remain untouched in the community.

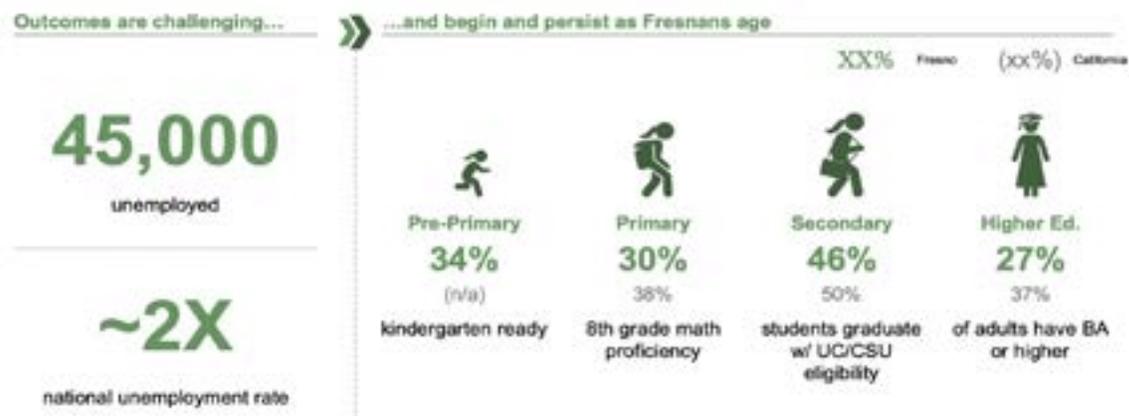
Fresno continues to experience an economy that provides too few quality jobs and a concentration of low-growth, non-exportable sectors; a human capital pipeline that leaves too many behind; and the largest racial and neighborhood inequalities in California. Addressing these economic and racial disparities head-on is the focus of the DRIVE Investment Plan.

Our Current Racial Economic Inequities



SOURCE: The Federal Reserve, Survey of Consumer Finances, 1983–2016; US Census American Community Survey 5-year estimates, 2017

Our Current Human Capital Pipeline



SOURCE: Fresno County Cradle to Career 2018 Annual Report, Fresno County Landscape Cradle to Career

Our 10-Year Aspirational Goal



The DRIVE coalition aligned on a common vision and set of aspirational outcomes for the Greater Fresno Region to achieve by 2030. Our vision for the region is:

“To create opportunities for **all** residents to achieve real economic mobility by fostering an economy that is **inclusive, vibrant, and sustainable.**”

MEASURABLE
OUTCOMES:



Underpinning this vision is a set of 11 aspirational outcomes we seek to achieve over the next decade in order to make this vision a reality.

ECONOMIC DEVELOPMENT



- Increase the number of good and promising jobs across all educational levels
- Attract significant, new capital investment
- Reduce racial and ethnic economic disparities
- Develop a robust small business and entrepreneurship ecosystem

HUMAN CAPITAL



- Improve early childhood education and outcomes
- Support reskilling/upskilling of current workers to prepare them for better jobs today and tomorrow
- Increase participation and completion of career technical education and other credentialing programs
- Increase production of post-secondary graduates in high-growth, high-wage disciplines (engineering, computer science, ag-, bio-, and water-tech and other select STEAM disciplines)

NEIGHBORHOOD DEVELOPMENT



- Improve housing affordability and stability
- Reduce racial and economic isolation
- Support environmental justice and sustainability

Our Roadmap

The Draft DRIVE Community Investment Plan (At-A-Glance)

Developing the draft DRIVE Community Investment Plan began with a community-wide inventory of existing initiatives directly relating to DRIVE's 10-year vision and focus on economic development, human capital, and neighborhood development. In total, 125 initiatives were reviewed, categorized, and assessed for inclusion based on their alignment, momentum and community buy-in, impact, feasibility, and diversity of impact. The assessment process, based on national best practices and coordination efforts with external experts, resulted in 25 major investment themes, which were ultimately developed into the 19 community investment initiatives summarized below.

 ECONOMIC DEVELOPMENT	 HUMAN CAPITAL	 NEIGHBORHOOD DEVELOPMENT
<p>Fresno-Merced Food Innovation Corridor Forms a public/private partnership involving UC Merced, Fresno State, and private enterprise making the Fresno / Merced High Speed Rail corridor the "precision food systems" tech corridor of California.</p> <hr/> <p>Betting Big on Small Businesses Owned by Women and People of Color A 'best in class' small business support initiative including a \$102M fund impacting 2,500 small businesses owned by women and people of color, creating 6,000 jobs.</p> <hr/> <p>Second Office Fresno Targets small and medium sized firms in congested parts of California with a "patient capital" venture fund that supports second office locations in Fresno.</p> <hr/> <p>Next Generation Aviation An end-to-end talent pipeline and training program designed to capture the emerging electric aviation market and develop the blueprint for a world-class electric aviation testing lab and innovation hub.</p> <hr/> <p>Water for All A suite of investment proposals to ensure water demands of urban, agricultural, environmental, and disadvantaged communities are met.</p> <hr/> <p>Sites & Spaces* * In development Aims to develop shovel-ready, industrial park space with a triple-bottom-line approach to ensure equitable benefits are accrued for communities most impacted by the development.</p>	<p>Upskilling Upskill 22,000 high school and community college CTE students with work-based learning opportunities and provide 25,000 low-income / under- and unemployed adults with case management and flexible job training.</p> <hr/> <p>Pre-Conception to Five Supports 139,654 children ages 0-5 and their families through evidence-based programs to improve early childhood and lifelong outcomes.</p> <hr/> <p>Integrated Data System Building the cultural and technical infrastructure for longitudinal, cross-agency data sharing, starting with a proof-of-concept pilot for 20,000 children ages 0-5 and their families.</p> <hr/> <p>College Completion+ A multi-pronged strategy aimed at adding 30,000 bachelor degrees in Fresno by 2030.</p> <hr/> <p>Integrated K-16 System in High Growth Sectors In partnership with the Governor's Council on Higher Education, an integrated K-16 system graduating 8,700 students by 2030.</p> <hr/> <p>Teacher Workforce Attraction and retention for teachers resulting in 500 new teachers, diversifying the workforce, and supporting 1,150 teacher-leaders.</p> <hr/> <p>UCSF Fresno Medical School Campus Expand the impact of a world-class medical school to Fresno and the Central Valley to improve health outcomes.</p> <hr/> <p>Fresno Attracts Talent A multi-media campaign to counteract "brain drain" resulting in the attraction of 4,000+ people with bachelor degrees in targeted areas.</p>	<p>Wealth Creation in Communities of Color Materially closes the wealth gap by providing long-term savings bonds for 20,000+ children, supports emergency and long-term savings for 30,000 adults, provides low- and no-interest loans for 20,000 low-income minority households; enables 7,200 residents to be a part of commercial real estate ownership; and provides homeownership support for 7,200 residents.</p> <hr/> <p>Downtown 2.0 Community development solutions that re-center investment focus away from greenfield development and back onto Central Fresno by supporting the downtown economy, high speed rail station area development, and the region's most robust cultural assets.</p> <hr/> <p>Fresno Opportunity Corridor An 11-mile transit corridor in south and central Fresno that fosters healthier, more prosperous, sustainable and better connected neighborhoods through infill and equity-based Transit Oriented Development.</p> <hr/> <p>Civic Infrastructure for Low Opportunity Neighborhoods A 'next generation' model for civic infrastructure that advances place-based, resident-centered strategies in 16 of the 32 under-resourced, extreme poverty neighborhoods in Fresno.</p> <hr/> <p>Permanent Affordable Housing Overcoming barriers to equitable, affordable housing by creating, renovating and ensuring access to over 12,000 quality, affordable units by 2030.</p>

Forging A New Path

Regional economic development initiatives are nothing new, and DRIVE is not the Fresno region's first attempt to develop a coordinated approach to job creation. Despite the best intentions of such efforts over the past two decades, economic opportunity has continued to stagnate and even erode in Fresno, particularly for those at the margins. DRIVE aims to achieve different results by taking a fundamentally different approach. Three features differentiate DRIVE from past efforts at economic development:

- ➔ DRIVE simultaneously, explicitly, and structurally addresses goals of both growth and equity. This replaces the mindset from previous economic development efforts that any job created is a good thing, and that job creation alone is sufficient.
- ➔ DRIVE is organized around meeting an investment-worthy standard, and holds itself accountable for providing the rigor of a business plan to justify investment.
- ➔ The DRIVE process involves hundreds of stakeholders, organizations, and community representatives, many of whom have not been involved in past regional economic development planning processes.

The transformative ethos of DRIVE is both intentional and necessary in order to shift the trajectory of our economy.

The Journey Ahead

Although the DRIVE Initiative represents catalytic progress for advancing our community, the coalition is keenly aware of the significant distance left to travel to achieve its vision. The draft DRIVE Investment Plan represents a clear starting point for our community, but this transformative approach to inclusive economic development requires a long-term commitment from residents and local and regional stakeholders.

While we have been engaged in the drafting process, we have heard from community members who would like the opportunity to propose entirely new ideas into the arena of discourse. Having arrived at this draft, we are committing now to creating an opportunity for community members to add ideas that have been missed in our first round of work and determine the priorities for investment as we move forward. Community members will have the chance to join existing Work Groups or form new ones, and introduce new goals and strategies, utilizing our work on DRIVE to date as a source of data and a template for work products to the extent they are helpful. The Fresno DRIVE Coalition is committed to securing

the funds necessary to fully resource the cost of the community engagement and empowerment.

Additional ongoing efforts must include operationalizing the commitment to race and equity, integrating across the initiatives, further detailed business plan development, development of ongoing governance and mutual accountability, and tracking our progress along the way.

The Fresno DRIVE Initiative is more than a plan – it is a clear and achievable roadmap to an economy that is inclusive, vibrant, and sustainable. The Fresno DRIVE coalition is committed to ensuring our collective work does not simply result in a redrawing of the exclusive systems that have traditionally driven our economy, but instead an entirely new way of thinking, doing, and developing a region with the heart of all of its residents in mind.

We are investment worthy. We are willing and eager to do the work laid out before us, and we welcome those who want to join us on the journey.





Chapter 1

INTRODUCTION





INTRODUCTION

Fresno, California – Facing Historic Challenges and Pursuing an Inclusive, Vibrant Economy

Located in California's vast Central Valley, Fresno is a community rich with cultural and economic assets. With over 50% of its population under the age of 30 years old and 65% of its population identifying as Hispanic/Latino, Black, or Asian, Fresno truly represents the future of California and the future of the nation. The metropolitan region is home to nearly one million residents, more than 20% of whom are foreign-born, a rate 1.5 times the national average. The region is anchored around the City of Fresno, the 5th largest city in California and the 34th largest in the U.S., where more than 40% of adults speak a language other than English at home.¹

Fresno is situated in California's heartland, the most productive agricultural region in the world, with nearly 2 million acres producing more than 350 crops and contributing over \$5 billion annually to California's GDP.² Yet, the region is rich in much more than production agriculture, with a robust ecosystem of healthcare and educational institutions, an emerging logistics and tech ecosystem, and among the fastest growing advanced manufacturing sectors in California (both food- and non-food manufacturing).

The Fresno Region enjoys incredible natural beauty. The City of Fresno is the only city in the U.S. to be surrounded by three national parks (Yosemite, Sequoia, and Kings Canyon). Along with an abundance of lakes, streams, rivers, trails, and camp grounds, the national parks make the Fresno Region a destination location for travelers from around the world.

Fresno is increasingly known for its community development and advocacy efforts, which have begun to yield meaningful resident engagement, policy changes, and public and private investment. Community groups and leaders have led the charge to enact both local and state policy changes affecting educational attainment, land use, affordable housing, small business development, and drinking water.

Nearly \$2.5 billion in public infrastructure investments from major institutions (e.g., Fresno Unified School District, State Center Community College District, City of Fresno water and transit investments, and California 2016 Cap and Trade funding) has been raised and is now being deployed as early investments in long-term plans for community transformation. Philanthropic investments are increasing in the region in support of community empowerment and leadership development. Private investments have also begun to increase in the region, as evidenced by, for example, a 17% increase in metro exports, and more than \$100 million in the revitalization of Downtown Fresno in the last five years alone. The Fresno Region is primed to build on this momentum.

A hallmark of Fresno's community progress over the last twenty years has been a commitment to fact-based decision making and honesty about its strengths and challenges. In 2001, a group of civic leaders spearheaded by the Fresno Business Council, developed and disseminated the "Community Values of the Fresno Region"³ to articulate the values needed to reverse chronic economic distress and systemic barriers. Chief among the Community Values is "truth telling," which reads,

¹ American Community Survey, 2017

² Fresno County Farm Bureau

³ Community Values - Fresno Business Council. (2001). Retrieved 17 October 2019, from <http://fresnobc.org/project/community-values/>

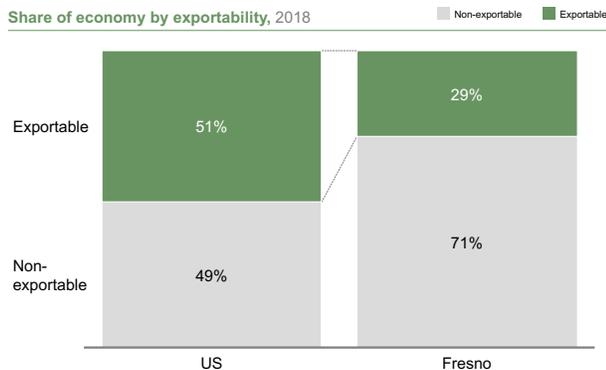


“We value the empowerment of everyone involved, along with all community stakeholders, to honestly and forthrightly share all knowledge, experiences, and insights relative to the work at hand. We take responsibility for ensuring our truth is current, not historical. We all share responsibility for maintaining the ‘truth telling’ standard.”

In keeping with the commitment to truth telling, the Fresno DRIVE coalition both honors the momentum of recent years and submits that progress to the scrutiny of the deep, systemic challenges that remain untouched in the community. As the following pages summarize, Fresno continues to experience an economy that provides too few quality jobs and a concentration of low-growth, non-exportable sectors; a human capital pipeline that leaves too many behind; and the largest racial and neighborhood inequalities in California. Addressing these economic and racial disparities head-on is the focus of the DRIVE Community Investment Plan.

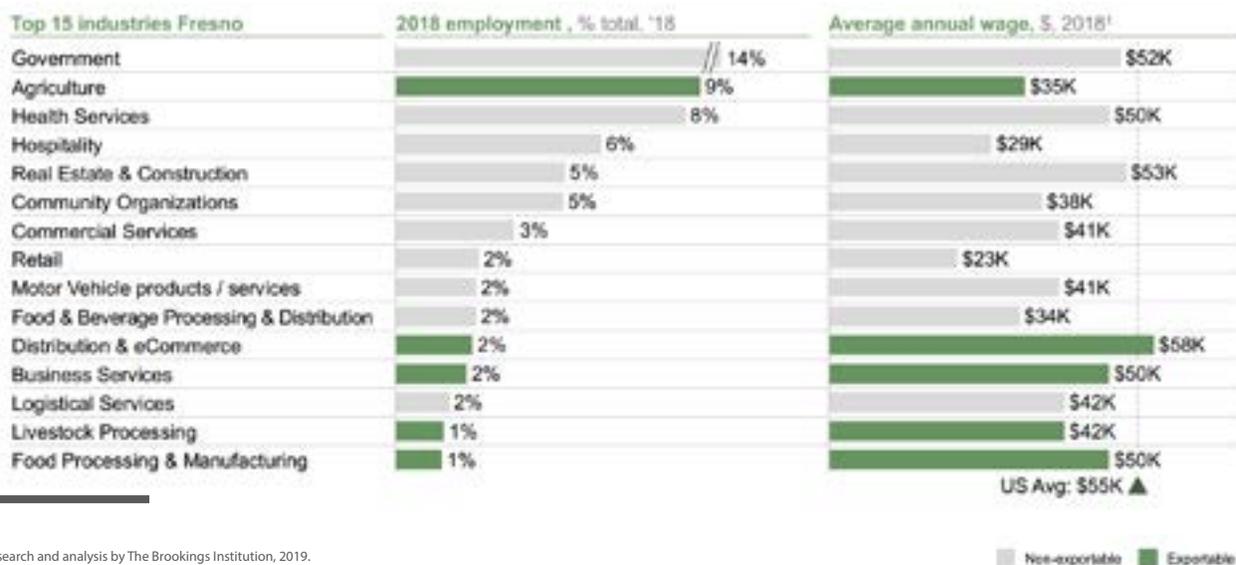
Facing the Challenges: The Economy

Fresno’s economy is heavily concentrated in non-exportable sectors and has too few quality jobs needed to support long-term, inclusive economic growth. Exportable sectors support greater resiliency, higher incomes, and more robust growth because goods and services are not constrained by local demand. Only 29% of Fresno’s economy is exportable, compared to 51% on average in the U.S.⁴



This high concentration of non-exportable sectors results in relatively low average wages for Fresno’s residents. As a result, nearly 45% of Fresno’s current workforce struggle to make ends meet,⁵ and more than 35,000 residents are out of the workforce entirely. The economic challenges of the region disproportionately affect communities of color, as significant disparities exist in median income, rates of unemployment,

poverty, and wealth. In fact, research published by the Urban Institute in April 2018 reveals that Fresno ranks 59th out of 59 of the largest cities in California for racial and economic inclusion. This means that, in addition to a relatively weak economy

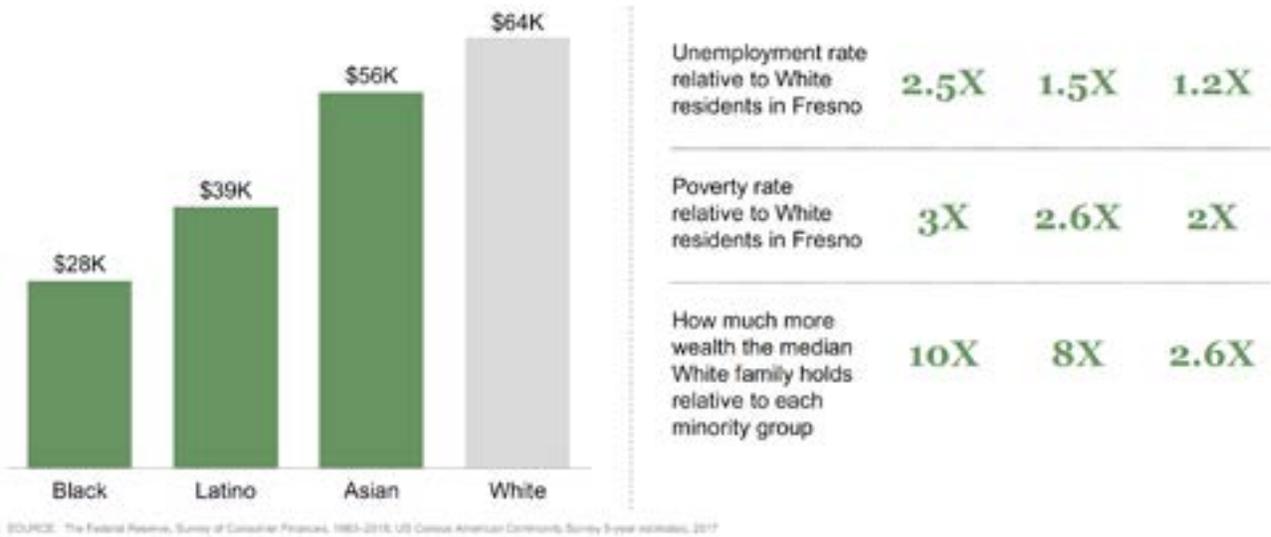


⁴ Research and analysis by The Brookings Institution, 2019.

⁵ Brookings analysis of U.S. Census Bureau microdata and the University of Washington Sufficiency Standard for Indiana, 2017



that produces fewer opportunities overall, the opportunities that do exist are harder to access in Fresno for people of color.



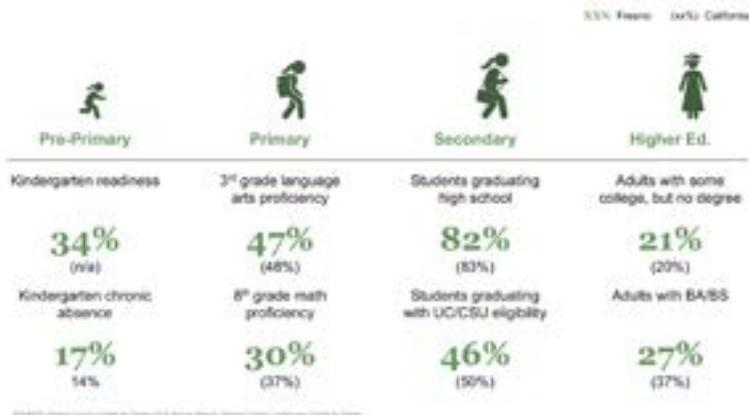
To address these challenges, the region must add quality jobs to the economy. Approximately 60,000 new quality jobs are needed to support current workers to better enable them to make ends meet.⁶ For those currently unemployed, the region needs approximately 15,000 more job opportunities just to lower unemployment to the State average (which today is nearly 2X the rate).⁷ **Taken together, in order to support new quality jobs for existing workers and new job opportunities for the unemployed, the region needs to add at least 75,000 quality jobs to the economy.** Achieving this will require both economic growth (increasing the size and strength of the economy) and economic inclusion (ensuring all residents have access and contribute to the region’s growth).

For Fresno, a re-orientation of the economy towards higher-growth, higher-wage, exportable industries is an imperative to close the income and wealth gaps in communities of color and address the region’s lackluster economic performance.

“Fresno could have economic growth without racial inclusion, but it cannot experience racial inclusion without economic growth.”

Marek Gootman
 July 10, 2019, DRIVE Steering Committee
 Brookings Institution

⁶ Source: Unpublished Brookings Institution analysis of American Community Survey microdata and the University of Washington Sufficiency Standard for California
⁷ Ibid.



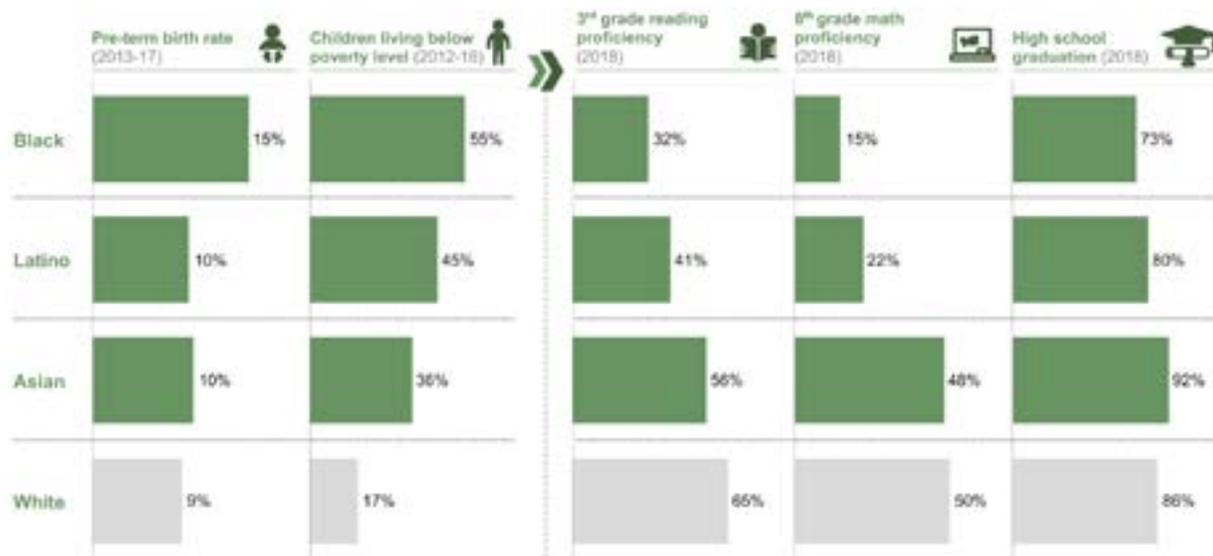
Facing the Challenges: Human Capital

Despite a young, culturally rich, and fast-growing population, Fresno's talent development pipeline is broken, and its negative outcomes are disproportionately felt by communities of color. From early childhood through adulthood, Fresno struggles to support and prepare workers with the skills needed to succeed in the new economy. Only 34% of Fresno children are kindergarten-ready at the time of enrollment, and adult Bachelor's degree completion is almost 30% lower than the state average.

While the overall talent development pipeline struggles, challenges are particularly difficult for people of color. For example, while the overall poverty rate in Fresno is more than 1.5X the State average, children of color are 2-3X more likely to live in poverty than White children, with 55% of Black children living below the poverty line. These challenges - which start in childhood and are magnified over time - result in meaningful differences in outcomes among White residents and residents of color. The approach to and investments in the region's human capital assets must be transformed if Fresno is to build a robust, inclusive economy.

Facing the Challenges: Neighborhood Development and Disparities

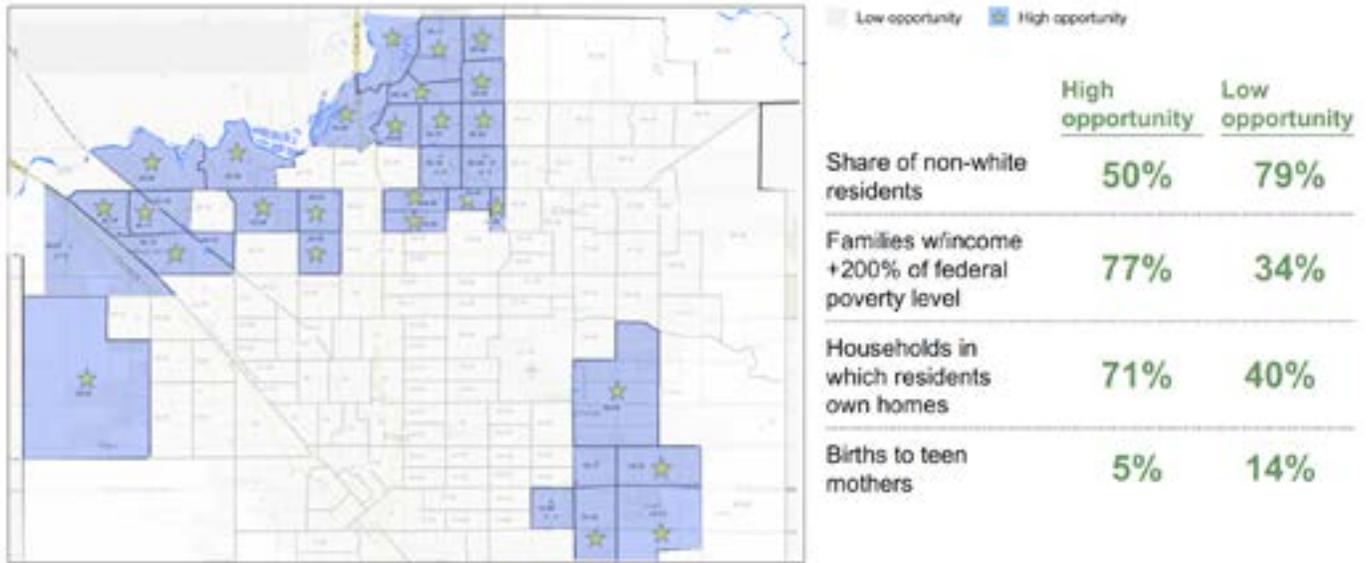
While economic and educational disparities persist across the Fresno Region, the on-the-ground realities of Fresno neighborhoods are experienced quite differently depending on where residents live. Decades of outward suburban sprawl and disinvestment in low-income communities have resulted in a Fresno of two different worlds. Data shows that 70% of



SOURCE: Automated vital Statistics System (AVSS) Fresno County Office of Economic Development 2018 Annual Report



Fresno neighborhoods are “low-opportunity neighborhoods,”⁸ where there is a diminished probability that children born into poverty will reach the middle class. The high-opportunity neighborhoods that do exist are disproportionately located on the periphery of Fresno and in adjacent communities, which tend to be less racially diverse.



Note: LCCD PC3 “Economic Opportunity: People Count” used, which factors in employment rate and tax, basic income. “High opportunity” is opportunity ranking higher than California state average.
SOURCE: LCCD Devs. Regional Opportunity Index 2014

Low-income neighborhoods also bear a brunt of the region’s environmental exposure, with the highest toxic release census tracts in Fresno overlapping almost identically with its highest poverty neighborhoods, creating the highest concentration of neighborhoods in the 95th percentile of Cal Enviro Screen 3.0 in California.⁹ Not unique to Fresno, neighborhood isolation and segregation cause disproportionate economic and environmental harm to the most vulnerable, lowest-income residents. If the region’s economy is to truly include and provide quality opportunities for low-income and non-White populations, proactive reinvestment at the local, neighborhood-level will be critical, alongside investment and actions that help grow and diversify the regional economy.

⁸ Source: Opportunity Insights. See <https://www.opportunityatlas.org/>.
⁹ <https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-30>



“We believe in a California for all. The state’s extraordinary prosperity and opportunity must be available to everyone. For workers, geography should not limit your opportunity to secure a living wage job with predictable hours and pathways to acquire the necessary skills to advance in a well-paid career in a growing industry,”

Lenny Mendonca

Chief Economic and Business Adviser and Director of the California Office of Business and Economic Development,

Kate Gordon

Senior Advisor to the Governor on Climate and the Director of the Governor’s Office of Planning and Research.

Fresno DRIVE (Developing the Region’s Inclusive and Vibrant Economy) – The Process

The “community change” ecosystem in Fresno has expanded significantly in recent years with dozens of community and civic organizations working on various aspects of resident empowerment; revitalization; community, workforce, and economic development; environmental justice; educational improvement; and more (please see Chapter 4, “Fresno’s ‘Community Change’ Ecosystem”).

Multiple partners converged to form the DRIVE Initiative, and it was accelerated by Governor Newsom’s “Regions Rise Together” initiative coordinated by the State’s Office of Business and Economic Development and the Office of Planning and Research, along with California Forward, a statewide non-profit focused on triple-bottom-line policy development. Regions Rise Together will result in a comprehensive economic plan that will benefit all parts of California, specifically the Inland regions.

Governor Newsom’s “regions-up” approach to economic development, coupled with California Forward’s annual economic summit being held for the first time in Fresno in November 2019, created a forcing function for the Fresno DRIVE coalition to develop consensus around a shared vision for inclusive economic growth and determine what would be necessary to achieve the vision.

DRIVE Coordination: Community Executive & Steering Committees

The Central Valley Community Foundation (CVCF) served as the sponsor of DRIVE, with support from the James Irvine Foundation and the Kresge Foundation, providing coordination and communication support for the Executive and Steering Committees and Work Groups. Strategy, consulting, and research support was provided by McKinsey & Company, the Brookings Institution, Fresno State’s Central Valley Health Policy Institute, Jobs for the Future, and the Urban Institute.

In an unprecedented undertaking, DRIVE formed an Executive Committee of 46 individuals and a Steering Committee of over 300 individuals representing more than 150 organizations and a broad cross-section of civic, community, and business stakeholders in the Greater Fresno Region (please see Appendix A for a list of participants). The DRIVE Steering Committee includes many diverse and contrasting points of view. The DRIVE process called on each participant to understand differing points of view and collaborate in an effort to create opportunities for all residents to move from poverty to prosperity.

The DRIVE Executive Committee convened in May 2019 to develop a draft “10-year aspiration” and to advise on the Steering Committee kick off meetings and investment plan sprint process. The full Steering Committee meetings kicked off on July 10th and 18th in Downtown Fresno. The 2-day kick-off provided baseline information on the three areas vital to improved community health encompassed in the DRIVE Plan: economic development, human capital, and neighborhood development. With baseline data, these initial launch meetings guided participants in uncomfortable but necessary conversations on racial



equity, explored the community infrastructure needed for economic vitality, encouraged dialogue and written feedback on the 10-year aspiration, and ultimately selected initiatives for the investment plan sprint (please see Appendix B for Steering Committee Comments).

The DRIVE Sprint: Investment Planning Across 19 Community Initiatives

To launch the DRIVE investment planning process, the Steering Committee first helped inventory all existing initiatives that related to DRIVE's 10-year vision. Within a two-week period, 109 community initiatives were identified that were either already ongoing, planned, or that represented big ideas believed to have the potential to move the needle against the 10-year aspiration. External experts added best practices and bold ideas seen in other parts of the country and world that could potentially be tailored to meet Fresno's context. In total, 125 individual ideas were assessed for their contribution to the 10-year vision. From the inventory of 125 ideas, the initiatives were refined into 25 major investment themes. Those major themes were then narrowed by the DRIVE Executive Committee and affirmed by the Steering Committee to 19 investment areas, which became the focus of a six-week investment plan "sprint." 18 of the 19 initiatives made it through the full investment planning process.

A business plan template was developed to guide each initiative work group to develop a full investment plan (please see Appendix C for the Business Plan Template). Teams of public, private, and community leaders worked in small groups over 6 dedicated weeks to build the investment case for each of the initiatives. Expert consulting and research partners played invaluable technical assistance roles across the Work Groups, and local leaders took responsibility to "sponsor" each of the groups to ensure dedicated staffing support for the community teams. A collaborative and all-hands-on-deck effort, the DRIVE community investment initiatives reflect the lived experiences and expertise of our community and are a shared articulation of the investments needed to achieve our 10-year aspirational vision.

Community Focus Groups

From the onset of the 2019 DRIVE process, participants acknowledged and wrestled with the tension created by moving quickly to capitalize on the momentum of the Regions Rise Together initiative and the California Economic Summit, and the need to methodically empower residents directly impacted by Fresno's low-wage, distressed economy to determine their own priorities for community investment, addressing racial disparity, and economic mobility. The DRIVE Executive and Steering Committees ultimately concluded that (1) it was prudent to move forward with the drafting of the DRIVE Community Investment Plan given the significance of the upcoming Economic Summit, (2) a lengthier and more meaningful community engagement process needed to be prioritized in 2020 and beyond, and (3) at a minimum, community focus groups should be conducted in 2019 to begin to ground-truth draft community investment initiatives and identify areas of alignment and divergence that would require more work in 2020 and beyond.

The Fresno Building Healthy Communities (Fresno BHC) coalition spearheaded the community focus groups and engaged Fresno State's Central Valley Health Policy Institute (CVHPI) to facilitate, summarize, and analyze their results.

CVHPI and Fresno BHC outreached to the following populations to participate in focus groups: Black, Asian, and Latino residents; residents in northwest, southwest, and southeast Fresno, as well as the unincorporated community of Calwa; unemployed adults; adults with higher education; and business owners and stakeholders in Fresno's Chinatown. During August and September 2019, 10 focus groups were convened with 116 participants in the Greater Fresno Region. Focus groups were conducted in English, Hmong, and Spanish and took place in multiple Fresno locations and neighborhoods, including schools and libraries. On average, the focus groups lasted approximately two hours, and all participants were provided with \$15 gift cards as compensation. At the end of each focus group, participants were asked to complete a brief survey that focused on demographic information, such as race/ethnicity, gender, and zip code, along with brief, open-ended questions about residents' current employment and how they receive local information.



CVHPI, with feedback from DRIVE partners, developed a focus group guide based on questions formed around the following concepts: race/ethnicity, economy, human capital, and neighborhood engagement.

Appendix D provides the complete DRIVE Focus Group Report prepared by CVHPI. The main findings based on input received are grouped into the following sections:

- The effect of racism and discrimination on economic prospects;
- Lack of diversity within positions of power and managerial positions; and
- Barriers to securing adequate jobs.

Key Themes throughout the Fresno DRIVE Community Investment Plan

The suite of investable opportunities that emerged from the DRIVE planning process is both broad (three major areas with 18 specific investment initiatives) and detailed (each community investment initiative has multiple component parts). The investment initiatives range from improving early childhood outcomes, to supporting next generation sustainable food technology systems, to providing drinking water for disadvantaged communities. Despite the range of issues addressed, the following common themes emerged across the Community Investment Plan:

- **Race and place matter.** The Urban Institute’s research revealing not just the overall lack of economic recovery, but also the deep economic disparities that exist for people of color in Fresno,¹⁰ was a profound data point that anchored the work of the Fresno DRIVE planning process. Addressing historic racial and ethnic disparities requires an intentional and dedicated focus, both in the planning stages of the DRIVE Initiative and in the sustained implementation. A commitment to racial equity is reflected to varying degrees in each of the draft investment initiatives. Some initiatives advance equity through individual supports and investments, while others advance equity goals through systems change work. Because of Fresno’s demographics, it is often true that an investment in Fresno automatically constitutes an investment in racial equity (e.g., improving certificate and degree completion). However, DRIVE participants recognize that advancing the racial equity goals contained in the 10-year aspirational vision requires an intentional, long-term process. We are committed to designing and supporting broader community engagement and dialogue on the role of race/ethnicity and economic mobility in Fresno in 2020 and on an ongoing basis.
- **The draft DRIVE Investment Plan represents a shift from “pilots and concepts” to citywide “scale and impact.”** Thanks to the hard work and dedication of many community groups over the last two decades, the Fresno Region can now point to many successful pilot projects that have demonstrated results on a limited basis. Examples include extraordinary career technical education programs, community building work, small business development, social enterprise support, early childhood programs, affordable housing developments, and many other high quality civic initiatives. The DRIVE Initiative obligated each Work Group to identify the problem they sought to address and, leveraging what was already working in the community, to identify the specific investments needed that could result in citywide impact on that problem. The investments identified in the Draft Plan focus on increasing numbers of residents involved and supported and expanding infrastructure (both hard and soft) to sustain impact and generate positive outcomes for residents.
- **Asset-based approach to addressing community challenges.** Regardless of the magnitude of challenges the Work Groups seek to address, each investment initiative assumes an asset-based approach and views the people, land, climate, and existing collaboration in Fresno as the tremendous resources they are.
- **Integration matters.** We’ve just begun to scratch the surface on integrating the efforts of the 18 Work Groups across the three major investment areas, but already DRIVE participants are seeing the benefit of working in a coordinated and interdisciplinary fashion. For example, when affordable housing surfaced as a top priority of community residents at an early childhood education focus group, the early childhood team knew a companion investment initiative was

¹⁰ <https://www.urban.org/urban-wire/how-local-philanthropy-addressing-fresno-californias-severe-economic-inequities>



already being developed to provide over 12,000 affordable housing units and vouchers over the next decade. There are significant synergies between the Teacher Workforce; Integrated K-16 System; Skilling, Reskilling, and Upskilling; and Enhanced Existing System initiatives. There are numerous ways in which these investment initiatives support small business development, improve outcomes for early childhood, and the list goes on. Taking an integrated approach to developing the Community Investment Plan should boost investor confidence, as investments are de-risked and leveraged with comprehensive community action.

- **Mitigating the impacts of climate change is embedded across many of the Work Groups.** From the Food Innovation Hub, Water for All, and Next Generation Aviation Hub to the Fresno Opportunity Corridor, Affordable Housing, and Downtown 2.0 investment initiatives, the strategies developed in the Community Investment Plan are collectively aimed at improving sustainability.
- **Financial investment is only one part of the equation.** A number of Work Groups have identified enabling legislation and/or policy changes needed to successfully implement the components of the investment initiatives. In some cases, the Work Groups have clearly specified those recommended policy changes. In other cases, a review of needed legislation is identified as a “next step” in implementation plans.
- **“Financial Investment” is broadly defined in the DRIVE Plan.** By any measure, \$4 billion of investment over a decade’s time is a lot of money, particularly in Fresno where capital sources are more limited. However, when you consider the broad array of capital sources contemplated in the plan, the total investment is less intimidating. Potential sources of capital include: (1) repurposing existing public funding; (2) additional local and state funding; (3) national, state, and regional philanthropic sources; (4) local philanthropic sources; (5) impact investors; and (6) private investors. The DRIVE participants have done the initial work of pricing out envisioned interventions and investments that will produce the impact outlined in the Plan. Among the next major components of work will be refining the details of each initiative and aligning investment opportunities with potential sources of capital.



Chapter 2

OUR COMMUNITY

INVESTMENT PLAN





OUR COMMUNITY INVESTMENT PLAN

Our 10-Year Aspirational Goal

The DRIVE coalition aligned on a common vision and set of aspirational outcomes for the Greater Fresno Region to achieve by 2030. Our vision for the region is:

VISION:  "To create opportunities for all residents to achieve real economic mobility by fostering an economy that is inclusive, vibrant, and sustainable."

MEASURABLE OUTCOMES:  Underpinning this vision is a set of 11 aspirational outcomes we seek to achieve over the next decade in order to make this vision a reality.

<p>ECONOMIC DEVELOPMENT</p> 	<ul style="list-style-type: none"> • Increase the number of good and promising jobs across all educational levels • Attract significant, new capital investment • Reduce racial and ethnic economic disparities • Develop a robust small business and entrepreneurship ecosystem
<p>HUMAN CAPITAL</p> 	<ul style="list-style-type: none"> • Improve early childhood education and outcomes • Support reskilling/upskilling of current workers to prepare them for better jobs today and tomorrow • Increase participation and completion of career technical education and other credentialing programs • Increase production of post-secondary graduates in high-growth, high-wage disciplines (engineering, computer science, ag-, bio-, and water-tech and other select STEAM disciplines)
<p>NEIGHBORHOOD DEVELOPMENT</p> 	<ul style="list-style-type: none"> • Improve housing affordability and stability • Reduce racial and economic isolation • Support environmental justice and sustainability

OUR ASPIRATION AND GOALS FOR THE FUTURE

Through a community process over the course of nearly 4 months and with more than 150 organizations and deeply engaged stakeholders at the table, the DRIVE coalition aligned with a common vision and set of aspirational outcomes for the Greater Fresno Region to achieve by 2030.

Our vision for the region is to “create opportunities for all residents to achieve real economic mobility by fostering an economy that is inclusive, vibrant, and sustainable.”

To underpin this vision, we also developed a set of aspirational outcomes that we seek to achieve over the next decade in order to make this vision a reality. These 11 outcomes served as our guide to ensure that the initiatives we developed were directly aligned to and could help achieve our community’s aspiration.

OUR PORTFOLIO OF INITIATIVES

As described in the Introduction, our approach to sourcing and adopting the list of initiatives in the Plan involved

compiling a local inventory of efforts already under way or planned, consultation with our research and consulting partners for best practices in other communities, and preliminarily sizing initiatives to assess their impact on the 10-year aspiration. Ultimately, we aligned with 19 unique initiatives that the community felt could materially impact the trajectory of the region, with 18 of the initiatives going through the complete investment planning process.

One of the initiatives, “Sites and Spaces,” seeks to create a triple-bottom line industrial development area in South Fresno and is the subject of an environmental review process that was already under way prior to the launch of the DRIVE Initiative. Through the DRIVE Initiative, city, community, and economic development stakeholders have been working to achieve agreement on a community-driven process to address historic land use and zoning incompatibilities between existing communities and proposed industrial development sites. Since those discussions and the current review process are still ongoing, a full investment plan was not developed for this initiative.



The DRIVE initiatives are summarized below:

 <p>ECONOMIC DEVELOPMENT</p>	 <p>HUMAN CAPITAL</p>	 <p>NEIGHBORHOOD DEVELOPMENT</p>
<p>Fresno-Merced Food Innovation Corridor Forms a public/private partnership involving UC Merced, Fresno State, and private enterprise making the Fresno / Merced High Speed Rail corridor the "precision food systems" tech corridor of California.</p> <hr/> <p>Betting Big on Small Businesses Owned by Women and People of Color A 'best in class' small business support initiative including a \$102M fund impacting 2,500 small businesses owned by women and people of color, creating 6,000 jobs.</p> <hr/> <p>Second Office Fresno Targets small and medium sized firms in congested parts of California with a "patient capital" venture fund that supports second office locations in Fresno.</p> <hr/> <p>Next Generation Aviation An end-to-end talent pipeline and training program designed to capture the emerging electric aviation market and develop the blueprint for a world-class electric aviation testing lab and innovation hub.</p> <hr/> <p>Water for All A suite of investment proposals to ensure water demands of urban, agricultural, environmental, and disadvantaged communities are met.</p> <hr/> <p>Sites & Spaces* * In development Aims to develop shovel-ready, industrial park space with a triple-bottom-line approach to ensure equitable benefits are accrued for communities most impacted by the development.</p>	<p>Upskilling Upskill 22,000 high school and community college CTE students with work-based learning opportunities and provide 25,000 low-income / under- and unemployed adults with case management and flexible job training.</p> <hr/> <p>Pre-Conception to Five Supports 139,654 children ages 0-5 and their families through evidence-based programs to improve early childhood and lifelong outcomes.</p> <hr/> <p>Integrated Data System Building the cultural and technical infrastructure for longitudinal, cross-agency data sharing, starting with a proof-of-concept pilot for 20,000 children ages 0-5 and their families.</p> <hr/> <p>College Completion+ A multi-pronged strategy aimed at adding 30,000 bachelor degrees in Fresno by 2030.</p> <hr/> <p>Integrated K-16 System in High Growth Sectors In partnership with the Governor's Council on Higher Education, an integrated K-16 system graduating 8,700 students by 2030.</p> <hr/> <p>Teacher Workforce Attraction and retention for teachers resulting in 500 new teachers, diversifying the workforce, and supporting 1,150 teacher-leaders.</p> <hr/> <p>UCSF Fresno Medical School Campus Expand the impact of a world-class medical school to Fresno and the Central Valley to improve health outcomes.</p> <hr/> <p>Fresno Attracts Talent A multi-media campaign to counteract "brain drain" resulting in the attraction of 4,000+ people with bachelor degrees in targeted areas.</p>	<p>Wealth Creation in Communities of Color Materially closes the wealth gap by providing long-term savings bonds for 20,000+ children, supports emergency and long-term savings for 30,000 adults, provides low- and no-interest loans for 20,000 low-income minority households; enables 7,200 residents to be a part of commercial real estate ownership; and provides homeownership support for 7,200 residents.</p> <hr/> <p>Downtown 2.0 Community development solutions that re-center investment focus away from greenfield development and back onto Central Fresno by supporting the downtown economy, high speed rail station area development, and the region's most robust cultural assets.</p> <hr/> <p>Fresno Opportunity Corridor An 11-mile transit corridor in south and central Fresno that fosters healthier, more prosperous, sustainable and better connected neighborhoods through infill and equity-based Transit Oriented Development.</p> <hr/> <p>Civic Infrastructure for Low Opportunity Neighborhoods A 'next generation' model for civic infrastructure that advances place-based, resident-centered strategies in 16 of the 32 under-resourced, extreme poverty neighborhoods in Fresno.</p> <hr/> <p>Permanent Affordable Housing Overcoming barriers to equitable, affordable housing by creating, renovating and ensuring access to over 12,000 quality, affordable units by 2030.</p>



POTENTIAL IMPACT

Fully implemented by 2030, these 18 initiatives will support significant, measurable impact against our community's 10-year aspiration. Together, these initiatives represent a new future for our community – one in which current and future residents will be demonstrably better off than they are today.



49,463
New Jobs
Directly &
Indirectly



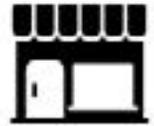
13,800
Housing Units
& Vouchers
Created & Preserved



64,200
Workers
Trained



269,950
Residents
Positively Impacted
and Involved



3,450
Small
Businesses
Supported



ECONOMIC DEVELOPMENT





Fresno Future of Food (F³) Innovation Corridor

A world-class “precision food systems” industry cluster that supports advanced, sustainable agricultural production and food manufacturing, focused on cross-disciplinary engineering capabilities in digitalization and data science, mechatronics, equipment, and systems integration.

OVERVIEW & VISION

The Greater Fresno Region is globally distinctive and recognizable for its agricultural economy. The epicenter of California’s San Joaquin Valley, known as “the food basket of the world¹,” the region accounts for more than \$7 billion in agricultural commodities production per year. Thus, the region also holds a notable concentration of related industry assets – from food processing, to digital crop management and harvesting robots, to irrigation equipment manufacturing. It is anchored by higher education institutions and some corporate research units along a 75-mile highway (and future high-speed rail corridor) stretching from Merced to Kingsburg, including innovation and talent drivers like UC Merced, Fresno State, UC ANR Kearney Agricultural Research and Extension Center, community colleges, and targeted accelerators. No other regional traded sector compares in scale and strength.

However, the Greater Fresno Region does not fully leverage its collection of assets, firms, and identity, nor is the ecosystem as robust as expected. The agricultural economy remains predominantly commodity-based and slow-growing, failing to produce the quality jobs its residents need. The sector is not organized to maximize the potential of fragmented resources. The region struggles to spur, adopt,

and commercialize innovations that can help move up the value chain, diversifying into products and services related to local industry, but exportable themselves.

The Fresno Future of Food (F³) Innovation Corridor aims to change this dynamic, leveraging its existing agri-food foundation and engineering DNA to develop a distinctive, world-class “precision food systems” cluster encompassing cross-disciplinary applications in:

- Digitalization and data science (collection, artificial intelligence/analysis, application);
- Mechatronics (automation, drones and robots, “Internet of things”);
- Equipment and manufacturing (production, processing, biomass); and
- Systems integration and validation (third-party product demonstrations and testing).

This scope and focus positions the region at the forefront of an emerging industry, responding to global food and sustainability needs, untapped adoption of technologies, and burgeoning market demand. Estimated agri-food tech revenues of \$4-7.5 billion globally are forecasted

¹ Fruit Growers Supply. (2019). Water Challenges Facing California Central Valley Farmlands. Retrieved from Fruit Growers Supply



to grow 12-14% annually over the next 5 years.² Annual global investment in agri-food tech more than tripled to \$10 billion between 2012 and 2017.³ The sector also affords opportunities for diversification with crossover to other industries of expertise developed such as sensors, unmanned aircraft systems, blockchain, and artificial intelligence. This cluster represents a niche among the food innovation research assets in California, and a space in which Fresno and the surrounding San Joaquin Valley region are uniquely positioned to win in the global arena.



THE PROBLEM

Fresno's economy lacks the types of industries and jobs needed to support long-term, inclusive economic growth:

The Greater Fresno Region's economy has historically consisted primarily of agriculture and local-

serving industries that create mostly low-wage and low-skill jobs. Only 29% of Fresno's economy is comprised of exportable sectors (compared to approximately 51% for the US as a whole).⁴ This largely non-export economy leads to a slower growing, less robust economy that is largely capped by local demand, with Fresno ranking 87th in GDP per capita among the top 100 U.S. metropolitan areas.⁵ Moreover, the lack of knowledge-economy, exportable industries limits the presence of higher-wage, higher-skilled jobs and reduces employment opportunities across wage and skill levels. For example, Fresno has fewer good and promising high-skilled jobs⁶ than other top metros, with only 17% of Fresno's jobs being high-skilled vs. 23% for the top 100 U.S. metros.⁷ Muted economic growth is disproportionately felt by communities of color, with poverty rates among Asian, Latino, and Black Fresnans two to three times that among White residents.

The R&D, commercialization, and innovation ecosystem is underdeveloped: The region lacks the research and development activity necessary to spur ground-breaking commercialization and innovation. Relative to peer California regions including Bakersfield, Los Angeles, Riverside, Sacramento, San Diego, San Francisco, and Stockton, Fresno's R&D funding per capita in 2017 was 1/30th that of its peer average (Fresno per capita R&D funding of \$8 vs. \$240 for peer average).⁸ The region's two largest research institutions, UC Merced and Fresno State, together accounted for \$43 million in R&D expenditures in 2017; by contrast UC Davis alone accounted for \$739 million in R&D expenditures in the same year.⁹ Fresno is an aberration among US metropolitan areas with nearly 1 million people, as one of only six in the nation that lacks a top-tier research university.¹⁰ This lack of investment in R&D leads to an underdeveloped and lagging commercialization and innovation ecosystem.



(Peer California metros include: Bakersfield, Los Angeles, Riverside, Sacramento, San Diego, San Francisco, and Stockton)

For example, the Fresno region produces 1 patent per 10,000 people compared to 7 per 10,000 for its California peer regions.¹¹ Limited commercialized research and its lack of export-based industries also limits the robustness of its entrepreneurial ecosystem. For example, total venture capital dollars per capita in Fresno are less than 1/200th the California peer average (\$33 per capita compared to ~\$7,000 per capita between 2014-2018).¹²

2 Marketsandmarkets.com. (2019). Smart Agriculture Market | Analysis by Size and Forecast to 2023 | MarketsandMarkets. [online] Available at: <https://www.marketsandmarkets.com/Market-Reports/smart-agriculture-market-239736790.html> [Accessed 17 Oct. 2019].

3 Financial Times, October 10, 2018, "Future of Food: inside agritech's Silicon Valley," [online] Available at: <https://www.ft.com/content/199cae4c-cbc6-11e8-b276-b9069bde0956>.

4 Co.fresno.ca.us. (2015). COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY. [online] Available at: <http://www.co.fresno.ca.us/Home/ShowDocument?id=19650> [Accessed 17 Oct. 2019].

5 U.S. Bureau of Economic Analysis. www.bea.gov

6 Shah, C. (2019). Opportunity Industries. [online] Brookings. Available at: <https://www.brookings.edu/research/opportunity-industries/> [Accessed 17 Oct. 2019].

7 Brookings. (2017). Metro Monitor 2017 Dashboard. [online] Available at: <https://www.brookings.edu/interactives/metro-monitor-2017-dashboard/> [Accessed 17 Oct. 2019].

8 Ncsesdata.nsf.gov. (2017). NSF – NCSES Academic Institution Profiles – Rankings by total R&D expenditures. [online] Available at: <https://ncesdata.nsf.gov/profiles/site?method=rankingBySource&ds=herd> [Accessed 17 Oct. 2019].

9 ibid.

10 Brookings Institution analysis, 2019.

11 U.S. Patent and Trademark Office.

12 Pitchbook.com. (2018). Venture Capital Funding by Metro, 2014 - 2018. [online] Available at: <https://pitchbook.com/data> [Accessed 17 Oct. 2019].



The region is known for commodity agriculture but lacks a knowledge-based, innovative global identity: The region is one of the leading agricultural producers in the world, accounting for \$7+ billion in agricultural production in 2017 alone.¹³ Outside of commodity agriculture, however, the region is not domestically or globally well known. As the region looks to reorient its economy, it will be critical to also transform its identity by attracting and retaining researchers, businesses, talent, and investment.

OUR COMMUNITY'S SOLUTION

Generating inclusive economic opportunity in the Greater Fresno Region — where overall job creation is lacking — requires a focus on spurring economic growth in industries that yield quality jobs. The region's challenge is not merely generating enough middle-skill, middle-income jobs, but sustaining a balanced economy with jobs at every level. Our region cannot achieve inclusion without growth.

This must start with the strategic organizing and investing in the economic foundation of the region to inject innovation and talent into a supportive ecosystem most likely to expand and attract aligned firms. Building off international best practices for cluster development, these activities center on:

- Information and networks overseen by a credible industry leader to (1) identify needs and educate stakeholders about possibilities for shared action; (2) help navigate, link, and fill gaps in assets to meet those needs; and (3) build a global identity to draw attention of relevant mobile firms, talent, and capital.
- Knowledge creation and application in sector specialization, split among (1) research that advances discovery and invention; (2) innovation that applies the expertise to market-driven, practical problem-solving; and (3) commercialization that converts research and innovation to new products, supports entrepreneurship and scale-up, and facilitates capital access.
- Talent development to generate the pipeline for in-demand occupations relevant to the sector specialization, from attracting high-skilled researchers to equipping mid-skill workers with the competencies

that employers need.

- Infrastructure and place-making with tailored facilities that are a precondition for sector growth, and establish an identifiable physical presence to project the cluster's identity.

The Fresno Future of Food (F³) Innovation Corridor initiative addresses these key elements through specific tactics:

Research Capacity

- **Bolster and integrate our research and commercialization capabilities through the creation of the Innovation Center for Research in Engineering, Ag-Food Technology and Entrepreneurship (iCREATE) (\$37 million):** Develop a world-class innovation hub for the applied research, development, and commercialization of next-generation precision food systems and related technologies. iCREATE will serve as visible proof that the region is a cluster nexus; provide space to facilitate knowledge spillovers and deep collaborations among businesses, universities, researchers, entrepreneurs, investors, and students; and tie together the corporate and research assets distributed throughout the region. iCREATE is the physical space where UC Merced, Fresno State, and private sector players and startups will collaborate to support joint regional research commercialization with access to applied research providers and corporate partners, experimental demonstration spaces for new technologies, and office spaces for collaborative research between industry and academia.

A proposed Downtown Fresno location near the high-speed rail connection to Merced and within an Opportunity Zone will also support employment access by area residents, as opposed to locating on a university campus or in suburban office parks in North Fresno.

Compensation from the private sector for the use of 25% of this resource could cover approximately \$9 million. *The remaining budget ask of the State, three-quarters of the total, is \$28 million.*

- **Accelerate our research capabilities through talent attraction, facilities upgrades, and project seed**

¹³ Fcfb.org. (2019). Fresno County Farm Bureau. [online] Available at: <http://www.fcfb.org/> [Accessed 17 Oct. 2019].



funding (\$117 million): To accelerate commercialization and discovery, our region requires a major injection of R&D capital. Dedicated R&D funding will be leveraged to support key ingredients of our new economy, including grant funding for next-generation research projects, research facility upgrades, and the hiring of new full-time faculty, post-doctoral fellows, college student researchers, and summer youth interns. Investments will also include seed funding to support exploratory, industry-informed research in emerging fields and upgrades and expansions of experimental and applied research facilities. These investments in R&D and research personnel will not only increase the research capacity within the region's local research universities but also be embedded and housed within iCREATE to ensure research funding and talent are being funneled to solve problems informed by industry partners.

The State budget ask is for the total - \$117 million. State funding is anticipated to be bolstered and reinforced through matching investments from private corporations that collaborate on joint R&D projects, allowing the proposed programs to scale further.

- **Establish a series of test farm assets to support commercialization in systems integration and validation of third-party technologies (\$40 million):** We also will distinguish our assets and innovation activity through a direct focus on applied research and testing of emerging agricultural production and advanced manufacturing technologies in alignment with real private sector needs and market opportunities. Leveraging our proximity to world-leading agricultural production and underutilized public institution farmland, we will invest to develop a network of leading international testbeds and validation sites, along with the expertise for integrating innovative digital, mechatronic, and engineered products. *The State budget ask is for the total - \$40 million.*

Talent Development

- **Develop a long-term talent pipeline through the creation of a joint PhD program and endowed faculty chairs in precision food systems and related fields (\$30 million):** UC Merced and Fresno State will co-develop a new PhD program focused on training the world's future research leaders in next-generation engineering, applied sciences, and precision food systems. This effort will not only

bring an infusion of high-quality, young talent to the region but also develop a long-term pipeline of R&D talent while fostering interdisciplinary collaboration. The funding would support 12 diverse PhD students annually through a self-sustaining endowment and 3 endowed faculty chairs in precision food systems engineering, sustainable food systems, and community food systems.

This model is anticipated to attract significant philanthropic capital over ten years. *The State budget ask is for half the total - or \$15 million.*

- **Create a robust student pipeline, including bridge programs that enable high school, community college students, and adult workers to be trained in next-generation agriculture and food systems (\$24 million):** Leadership in world-class agriculture technology and the creation of new generation precision food systems requires a sustainable education pipeline that consistently delivers a technically competent and innovative workforce in an inclusive manner. Developing and maintaining such a workforce, while also preparing to train the next generation of technicians and engineers to support this evolving sector, requires partnerships from high schools to community colleges to graduate schools in order to build the required inventory of industry-valued skills and capacity for applied research. We will attract young, diverse, and equitable talent to this educational pathway. Accelerating the achievement of entry-level, mid-level, and advanced technical skills requires innovations to education such as:
 - » The development of applied associates, certificate, and baccalaureate degrees in agriculture technology from interdisciplinary programs in engineering, computer science, and agriculture.
 - » Technical training for a new generation of farm workers that utilize automation and information to improve farm efficiency.
 - » Opportunities for continuing education and professional development courses in all aspects of next generation agri-food systems for adults.
 - » Development of the iCREATE High School Researcher program that matches diverse high school students from the region between their junior and senior year of high school with iCREATE researchers, faculty members, and industry experts who have or are developing research projects. The program will be designed to increase students'



awareness and appreciation of the complex interplay among the various disciplines that need to come together for innovation in engineering and agriculture technologies, while introducing them to opportunities in higher education, research, innovation, and entrepreneurship.

Costs are generated within partnering public education systems (K-12, community colleges, and adult education) along with the university systems. *The State budget ask is for the total - \$24 million.*

Business Dynamism

- **Build the innovation ecosystem by expanding incubator and accelerator assets (\$20 million):** To accelerate its entrepreneurial ecosystem and support private sector commercial value creation, we will scale accelerator efforts to more fully support early-stage companies. Building off of the existing successes of accelerators, incubators and business support providers such as the Water, Energy, and Technology (WET) Center at Fresno State, Bitwise Industries, the Pi Shop, and others, we will scale these efforts to connect with up to 80 early-stage agri-food companies per year. This effort will build off DRIVE's Betting Big on Small Businesses Owned by Women and People of Color initiative that is striving to increase the success of entrepreneurs from underrepresented populations. We will leverage those entrepreneurs and programmatic networks to ensure incubated and accelerated early-stage companies reflect the diversity of Fresno.

These services are anticipated to attract significant private support. *The State budget ask is for half the total - or \$10 million.*

- **Launch a micro-venture capital fund (\$20 million):** Supported by philanthropic grants, public sector capital, funding from high-net worth individuals, and corporate venture dollars, the micro-venture fund would both enable existing early stage companies in next-generation food systems to scale, attract emerging companies to the region, and provide a clear mechanism to facilitate connections between early-stage companies and large, corporate partners. As access to seed capital

is a crucial component to successfully commercialize innovative technologies, supports will also provide extensive resources and training to support outreach to community groups that have not historically benefited from innovation grant funding, secure alternative funding such as SBIR grant funding, project financing, and Opportunity Zone-related investment.

There is no State budget ask associated with this element of the initiative.

Global Identity

- **Build the region's global identity and visibility in precision food systems to capture mobile firms, talent, and investment (\$2 million):** We will launch several initiatives from a menu of activities that help communicate the region's innovation identity to the global marketplace. For example, the region could host an annual international symposium, bringing together companies, researchers, and investors highlighting the best innovation efforts in precision food systems. The region could launch a global competition for the best advancements in relevant technologies, awarding simple recognition or a "soft landing" business exchange hosted in the region. Non-traditional "Champions" in a brand alliance may be recruited and equipped to share the region's innovation story consistently as part of their regular presence or business engagement in other markets. This "next-chapter" narrative, authentic to the region's agricultural DNA, must be established and developed over time.

There is no State budget ask associated with this element of the initiative.

POTENTIAL IMPACT

Over the course of the next decade, the Fresno Future of Food (F³) Innovation Corridor could create:

- **Capital investment:** Approximately \$289 million of capital directly invested in industry and knowledge-creation activities needed to support a more inclusive, robust economy.
- **Job growth:** Approximately 5,000 new jobs through



investments in R&D and knowledge production while training the next generation workforce needed to benefit from and further these innovations.

- **Development of a robust small business ecosystem:** More than 950 early-stage companies supported through incubation, acceleration, and micro-funding programs.
- **Prepared workforce for better jobs today and tomorrow:** 3,500 high school students reached through food and agriculture-based technological education programs.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Targeted outreach to engage with end users to identify areas for investment and areas in need of refinement in the initiative, specifically engaging disadvantaged youth.
- Identify multiple avenues for traditionally marginalized groups to gain exposure to the services and benefits of this initiative.
- Further considerations on how to assess the innovation, firms, or technology for potential adverse impacts on the community.
- Recruitment and retention programming that address the challenges of diverse PhD students and early career faculty that prevent them from graduating and getting tenure.
- Integrate policy protections that address the current gaps in farmworker labor pay and practices to pave a path for a different work culture for the students going through the food STEM pipeline.

INVESTMENT ASK

Seeking \$289 million through 2030. Requests for State funding, noted above in italics, total \$233 million.

NEXT STEPS AND CONSIDERATIONS

Over the coming months, we will be focused on coordinating and aligning key university, corporate, community, and government stakeholders on the key aspects of the Fresno Future of Food (F³) Innovation Corridor. This includes identifying corporate partners excited to invest in this work, solving institutional resource constraints through a coordinated strategy, ensuring top leadership buy-in at the institutional and government levels, and further delving into the specific disciplines and research topics where we are uniquely positioned to be world-class from a research and commercialization standpoint.

Looking forward to the work ahead, several potential risks may arise. For example, true collaboration and joint ownership and stewardship of multi-stakeholder assets (e.g., UC Merced, Fresno State, community colleges, UC Agriculture & Natural Resources, private sector) may fall victim to institutional in-fighting. Knowing this risk, we have developed these solutions arm-in-arm with these institutions and players at the table and have already begun to gather buy-in from top leadership at respective institutions. Furthermore, to ensure that these efforts do not merely support high-wage jobs for the most skilled workers, we've designed these efforts with equity as a core attribute. For example, the attraction of faculty and post-doctoral students will be assessed with an upfront aspiration of ensuring these individuals reflect the rich diversity of our region, while intentionally looking for opportunities for tenure-track positions to reflect the diversity of our region. Moreover, through summer jobs programs and partnerships with high schools and our community college network, we hope to create clear pathways for a wide array of students to gain access to the training and opportunities needed for success in our new economy, or to eventually attain competitive academic positions in these fields.



Betting Big

on Small Businesses Owned
by Women and People of Color

A suite of best-in-class supports for small business owners including, a “Fail Fast Incubator” to help validate and support early business concepts, hands-on back-office support and technical assistance to help existing businesses scale, and a flexible pool of capital to directly address the unique capital challenges for small businesses owned by women and people of color.

OVERVIEW & VISION

Small businesses are an essential segment of Fresno’s regional economy. In fact, employers with fewer than 100 employees account for nearly 40% of total employment in the region. To support long-term, inclusive economic growth in the region, small businesses must thrive. One of the key potential impediments to a thriving small business environment is the health and well-being of businesses owned by women and people of color.¹ Despite being a majority Black, Latino, and Asian metropolitan region of more than 50% women², Fresno’s small business community has too few small businesses owned by women and people of color. White small business owners account for 65-70% of all small businesses with paid employees, while male-owned small businesses account for more than 65% of business with paid employees. If the region is to spur economic growth, particularly with a focus on equity and historically marginalized populations, greater representation and supports for small businesses owned by women and people of color are essential. To that end, Betting Big on Small Businesses Owned by Women and People of Color will provide a suite of best-in-class supports for small business owners, including a “Fail Fast Incubator” to help validate

and support early business concepts, hands-on back-office accelerator support and technical assistance to help existing businesses scale, and a flexible pool of capital to directly address the unique capital challenges of small businesses owned by women and people of color.

THE PROBLEM

The Greater Fresno Region is rich in racial and gender diversity. More than 65% of the population identifies as Black, Asian, or non-white Latino, and women account for approximately 50% of the population. This rich diversity, however, is not reflected in the region’s small business environment. Small businesses with paid employees are 66% male-owned, and male-owned small businesses account for 79% of all small business revenues in the region. Similar racial disparities exist. White small business owners account for 65-70% of all firms with paid employees in Fresno, yet Black small business owners account for only 2% of businesses with paid employees, despite Black residents representing nearly triple that share of the overall population.³

1 American Express. (2019). The 2019 State Of Women-Owned Businesses Report. Retrieved from American Express

2 U.S. Census Bureau. (2018). QuickFacts, Fresno County, California. Retrieved from U.S. Census Bureau

3 Woodstock Institute. (2017). Patterns of Disparity: Small Business Lending in Fresno and Minneapolis-St. Paul Regions. Retrieved from Woodstock Institute



Stated plainly, the Fresno Region has too few small businesses owned by women and people of color. Underlying this reality are three core challenges:

Small businesses owned by women and people of color lack the financial resources and supports needed to start, sustain, and scale their businesses: In speaking directly to women and non-White small business owners in Fresno, a core challenge that is consistently raised is access to financial capital. Fresno is a capital constrained environment which, between 2010 and 2016, had the 2nd-fastest-growing rate of concentrated poverty among all U.S. metropolitan areas, and where today more than 42% of residents live in concentrated poverty.⁴ Financial challenges are particularly pronounced for women and communities of color. In the city of Fresno, nearly 30% of all women live in poverty, and women are 11% more likely to live in poverty than men. Moreover, racial economic realities are such that 28%, 34%, and 42% of Asian, Latino/Hispanic, and Black residents, respectively, live in poverty. Given these realities, it is unsurprising that financial capital is a core challenge facing non-White and women entrepreneurs.

While personal financial realities facing many existing and would-be business owners are challenging, institutional financial resources fail to serve small businesses owned by women and people of color. For example, between 2012 and 2015, businesses in predominantly non-White census tracts in Fresno accounted for approximately 31% of businesses in the region, but received only 18% percent of Community Reinvestment Act (CRA)-reported loans under \$100,000. If those businesses had received loans in proportion to their share of businesses overall, they would have received nearly 5,700 additional loans totaling close to \$79 million.⁵

A similar reality affects businesses in low-income census tracts, where people of color are disproportionately likely to live. Small businesses in low-income census tracts accounted for approximately 16% of all businesses in the region but received only 7% of the total number and value of CRA-reported loans under \$100,000. If businesses in low-income census tracts in Fresno had received CRA-reported

bank loans under \$100,000 in proportion to their share of businesses, they would have received more than 4,000 more loans and over \$50 million in additional capital between 2012 and 2015.⁶

Technical assistance and business supports that exist for small businesses owned by women and people of color are not comprehensive, coordinated, or culturally competent: Fresno has a number of organizations that provide a variety of small business services. From ad-hoc tax services, to early business plan writing, to completing RFPs, many organizations have services meant to serve small businesses. However, several challenges limit the impact of these existing systems in their ability to fully support and serve small businesses owned by women and people of color.

First, many organizations provide services on a short-term or volunteer basis and often only in select areas. While these supports can be very helpful to entrepreneurs, many of the non-White and women small business owners we've spoken to in the Fresno region seek more dedicated services across a full suite of supports.

Second, given this reality, entrepreneurs must often work across a multitude of organizations which fail to coordinate amongst themselves. The result is that many small business owners must navigate and manage several technical assistance service providers simultaneously in order to get access to the supports they may need⁷. Access to expertise across an array of supports and services that can be deployed in a more contracted and coordinated manner seem to be two critical missing pieces to the current technical assistance landscape.

Lastly, while many organizations seek to serve small businesses, few directly target and have built trust-based relationships with small businesses owned by women and people of color. At the same time, organizations most connected to small businesses owned by women and people of color tend to be under-resourced and limited in scale. For example, Fresno's ethnic chambers of commerce have

4 Stebbins, S. (2018). Despite overall sustained GDP growth in US, some cities still hit hard by extreme poverty. Retrieved from USA Today

5 Ibid.

6 Ibid.

7 United States Small Business Administration. (2014). SBA Open Government Plan. Retrieved from United States Small Business Administration



among the closest relationships to the diverse community of entrepreneurs we seek to support, yet lack the financial and personnel resources needed to reach the full non-White small business community. Driven by historical and current practices that have perpetuated barriers for women- and non-White small business owners (e.g., exclusion/underrepresentation in public contract awards, public and private disinvestment in communities of color in Fresno, etc.), reaching and connecting with these communities requires trust and cultural competence.

Many women and people of color don't see entrepreneurship as an option and lack the social connections and supports needed to pursue small business ownership. Given the dearth of at-scale small businesses owned by women and people of color and the economic realities facing women and communities of color in Fresno, it is unsurprising that many residents do not consider entrepreneurship as a viable career path. While many residents may know local small business owners, it is likely these individuals started small businesses out of economic survival or due to barriers in accessing the traditional employment market (e.g., legal status, level of education). When women and persons of color do consider entrepreneurship, many may lack the social networks, mentorship, and know-how needed to successfully start or scale their business⁸.

OUR COMMUNITY'S SOLUTION

We will improve the representation and success of small businesses owned by women and people of color in the region by providing solutions that directly tackle the challenges facing these entrepreneurs, including:

- **An accessible "Fail Fast Incubator" to help test and validate business concepts with a structured, streamlined approach (\$6 million):** Many people of color and women have concepts for an entrepreneurial venture, but may lack the know-how or resources to quickly assess and validate ideas. In an effort to increase the number of more diverse small business owners and help entrepreneurs refine ideas before investing too many or too few resources, we aim to develop a

90-day accelerator in which would-be small business owners receive training and direct support on how to test and refine their business ideas. From gathering customer feedback, to identifying market competitors and white space, to developing a clear value proposition and target customer, we will launch the incubator in partnership with existing organizations, including the region's Small Business Development Centers, ethnic chambers, and other small business support programs. Supporting 40-50 entrepreneurs per cohort, the incubator would support nearly 200 women and non-White entrepreneurs annually.

- **Shared services and dedicated technical assistance for small business office operations (\$15 million):** A constant challenge raised by small business owners in the region is a dearth of dedicated, hands-on, expert technical assistance providers and support to help with business operations (e.g., human resources, payroll, tax and compliance, marketing). To address this challenge, we will deploy a two-part program to ensure entrepreneurs who are women and people of color have the supports needed to be successful. First, we will launch the "Central Valley Small Business Support Core," a 12-month fellowship program through which 25 recent graduate school graduates and early-career professionals will be directly matched with 2-3 small business owners in the Greater Fresno Region to assist in tackling specific business challenges. Paid an annual stipend and trained and supported by existing small business support providers, these fellows will supercharge the region's ability to provide sustained technical assistance in a hands-on manner. Second, we will facilitate a one-stop coordinated system of services and referrals through our ethnic chambers to provide targeted consultation and referrals that will accelerate small business growth. Entrepreneurs will be grouped into cohorts based on industry and stage of business, and be provided with a fellow to support on a specific business problem to help them navigate the existing small business support network in collaboration with ethnic chamber staff. Cohorts will spend 6-12 months receiving technical assistance and training to sustainably manage these operations themselves. Through this combination of hands-on support and dedicated training, we hope to annually support 50-75 small businesses owned by women and people of color.

⁸ Drakopoulou Dodd, S. & Keles, J. (n.d.). Expanding the networks of disadvantaged entrepreneurs. Retrieved from Organisation for Economic Co-operation and Development



- **A flexible fund to support the diverse capital needs of small businesses owned by women and people of color (\$102 million):** To address the specific capital needs of small businesses owned by women and people of color, we seek to raise a fund that can directly address those needs. The fund will provide a mix of capital that appeals to a range of small business owners and potential investors, including small grants, angel and seed equity, low/no interest loans, and other alternative debt products. This flexible pool of capital will serve a number of functions, including low-dollar grants to test business ideas, angel and seed funding to accelerate small businesses, local guarantees and bond assistance for diverse contractors, and patient/flexible debt financing among several other uses. The capital will directly support small business owners that receive training and assistance through the “Fail Fast Incubator” and dedicated technical assistance programs (in addition to other rigorous existing programs), ensuring that small businesses are well prepared to receive capital and helping to de-risk the fund.

This initiative seeks to create equity in grant making and institutional funding of community-based organizations (CBOs) operated by people of color, as well as to create equity in the marketplace for small businesses owned by women and people of color. In the funding community there is perceived risk in investing in CBOs run by people of color, often citing lack of infrastructure or operational capacity.

The truth is that operational capacity and infrastructure are the result of investment. So, if organizations serving and operated by communities of color never receive large investments, they never reach the operational capacity of their larger, White counterparts. Therefore, the mindset of funders must change, and the requisite amount of technical assistance and capacity building tools must be deployed alongside investment to create balanced, self-sufficient organizations.

POTENTIAL IMPACT

By 2030, we believe that, fully implemented, these strategies could lead to meaningful impacts in our community, including:

- **Capital investment:** More than \$102 million of capital directly invested in small businesses owned by women and people of color.
- **Develop a robust small business ecosystem:** Support as many as 2,500 small businesses owned by women and people of color.
- **Job growth:** Create more than 6,000 jobs, disproportionately for women and communities of color.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Assessment of the knowledge, attitudes, and practices of small business owners (disaggregated by race) to further refine the initiative and tailor the services to specific communities of color.
- Engaging residents in neighborhoods to understand attitudes towards entrepreneurship, small business, and financial inclusion, and existing barriers to business, like transportation and immigration status.
- Engagement and outreach to community members within their neighborhoods to attract those that may self-select out from this process.
- Consolidation of assessments already under way to inform the implementation of the initiative: Surveying of the targeted business service providers, focus groups of people of color entrepreneurs and business owners, and analysis of CDFI lender data by race/ethnicity (credit denials) by the members of the Fresno Community Capital Collaborative over a 12-month period.

INVESTMENT ASK

Seeking \$123 million through 2030, a mix of on-going operational funding, and one-time investments that will be recouped over time (e.g., capital for debt financing).



NEXT STEPS AND CONSIDERATIONS

Over the next several months, small business support providers will be continuing to assess the region's small business landscape and identify which organizations might be the natural homes for the suite of new programs. In working collaboratively to identify and build off of existing strong systems, we hope to minimize unnecessary institution building or waste. Furthermore, we will continue to gather feedback directly from local non-White and women small business owners to tailor and refine these programs to best meet their specific needs.

As we look to launch these efforts, one risk is that small business owners may not engage at the desired level of participation and interest, given the failures of past efforts,

time requirements, geographic barriers, and other factors. To overcome these challenges, we are proactively mindful to (1) leverage the trust-based relationships that our ethnic chambers and other service providers have built over time with these communities, and (2) build accountability and transparency into the programs we are developing. The small business service provider community with whom these strategies were co-developed is committed to raising the level of transparency and honesty about what works for different communities, as well as funneling resources into the most effective solutions. Through continued collaboration and commitment to small businesses owned by women and people of color, we believe these risks can be overcome.



Deploy a patient capital fund and increase economic development capacity to proactively attract and retain the types of jobs and employers needed in the Greater Fresno Region.

OVERVIEW & VISION

From hospitals to educational institutions to government agencies, Fresno's largest employers are public and nonprofit institutions. At the same time, Fresno is home to some of the largest agricultural companies in the country and has many small and medium-sized private companies that support our economy. While this mix of employers has supported our local economy to date, long-term inclusive growth will require an influx of new businesses to launch and relocate in the region, and current private sector employers to significantly expand their operations. Despite being the fifth largest city in the world's fifth largest economy (and the 34th largest city in the US), and a short flight away from prime corporate markets like San Francisco and Los Angeles, Fresno does not have a Fortune 500 headquarters, and the region lacks the private sector jobs and employers required to support its economic needs. Among the challenges underlying this problem is a lack of innovative financial tools to support company attraction and relocation and limited capacity to support proactive business outreach, marketing, and recruitment. Second Office Fresno aims to deploy a patient capital fund and increase economic development capacity to proactively attract and retain the types of jobs and employers needed in the Greater Fresno Region.

THE PROBLEM

Despite being the 34th largest city in the U.S., Fresno does not have a Fortune 500 presence and lacks the capacity and resources needed to proactively attract and recruit companies at-scale: The Fresno County Economic Development Corporation (EDC) is a small but agile public/private organization tasked with leading business attraction, expansion, and retention efforts for the region. Founded in 1981, the EDC has supported more than 5,000 jobs and \$1.2 billion of impact since its founding.¹ However, the need for new jobs and capital investment in the region is much greater than the EDC's current capacity. Today, EDC's attraction staff includes just four positions, and the team has limited discretionary funds to conduct large-scale outreach and marketing. Within its existing limitations, the EDC was able to proactively pursue and engage with 99 unique company leads in 2017. Attracting and retaining companies in an already challenged economic and human capital environment will require significantly greater capacity.

For companies considering expanding or relocating in Fresno, the region lacks the financial tools and products that are tailored for the area to accelerate business

¹ Fresnoedc.com. (2019). About the EDC – Fresno EDC. [online] Available at: <http://www.fresnoedc.com/about-the-edc/> [Accessed 17 Oct. 2019].



relocation and expansion (e.g., area-focused tax credits and incentives, gap financing): Unlike other jurisdictions across the country, the region lacks any tailored financial products and incentives that can support its attraction and retention efforts.² One particularly poignant example is the State’s treatment of Opportunity Zones. At least 41 states (excluding California) conform to Federal Opportunity Zone rules, providing increased rates of return on Opportunity Zone projects.³ Moreover, ranked 50th nationally out of 50 states in terms of the cost of doing business, California presents a challenging environment in which to win corporate attraction and retention deals.⁴ Given this difficult starting point, a lack of innovative financial tools and products makes corporate attraction and relocation a particular challenge for Fresno.



The region lacks a systematic way to gain visibility on the companies within California who are considering leaving the State or expanding within the State:

Between 2008 and 2016, more than 13,000 companies relocated

outside of the State, resulting in the loss of 275,000 jobs in California. In 2016 alone, 1,800 companies left California, landing predominately in states like Texas, Nevada, Arizona, and Colorado.⁵ Moreover, with its current resources, the State, and particularly this region, have little to no visibility on which companies are considering relocation until final decisions are made. Addressing this challenge will require increased personnel capacity and tools.

Fresno lacks a cohesive, well-funded message/identity:

Fresno’s assets are often “out of sight, out of mind” when companies are considering communities in which to locate. Given the perception of California as a difficult state in which to do business, many companies may think about California

and Fresno as one and the same, and assume a challenging business environment in Fresno. Too often, however, the regulatory headwinds of California are not reflective of the realities of doing business in Fresno. A consistent effort to own and tell the story and identity of the region is needed to support business attraction efforts.

OUR COMMUNITY’S SOLUTION

Second Office Fresno will accelerate the region’s ability to attract and retain the companies we need by investing in several specific efforts, including:

Creating a “Future is Fresno” Patient Capital Fund (PCF) to address our region’s lack of targeted financial incentives (\$23 million):

We will launch a patient capital fund to incentivize and support the capital needs of prospective companies that reflect the community’s values. The PCF will offset the perceived risk of locating in Fresno head-on by providing flexible capital (e.g., low-interest debt, equity) to companies considering relocating to or expanding within Fresno that meet specific requirements (e.g., ranking on the Community Scorecard, within priority sectors, minimum wage requirements, committed to equity, etc.).

Launching a Second Office Recruitment Pilot to expand the region’s economic development capabilities (\$7 million):

We will pilot and fully fund a dedicated team focused on research, outreach and marketing, and proactive, targeted company recruitment. This investment will double the current capacity and personnel within the Fresno County Economic Development Corporation (EDC) focused on business attraction.

Maximize Opportunity Zone investment to support new capital investment and company relocations and expansions (\$1 million):

Through an investment in dedicated personnel and technology, we will develop a robust pipeline of investment-ready Opportunity Zone projects, create and maintain a digital prospectus, and provide the on-the-ground support to close Opportunity Zone projects in Fresno.

² Brookings Institution. (2017). California Central Valley Global Trade and Investment Plan. Retrieved from Brookings Institution
³ Williams, B. (2019). California needs to conform with federal Opportunity Zone provisions. Retrieved from California Economic Summit
⁴ America’s Top States for Business in 2019. [online] CNBC. Available at: <https://www.cnbc.com/2019/07/10/americas-top-states-for-business-2019.html> [Accessed 17 Oct. 2019].
⁵ <https://spectrumlocationsolutions.com/california/>



POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, these strategies could create meaningful change, including:

Capital investment: Through upfront investment of approximately \$20 million, funding could catalyze more than \$100 million worth of project investments from leading companies, utilizing debt and equity investments as a localized incentive tool.

Reduce racial and ethnic economic disparities: Second Office Fresno strives to formulate a Community Scorecard aimed at reducing racial disparities, leveraging private investment. The Scorecard will change how large-scale projects are evaluated, measured, and quantified to attract investments, proactively address issues, guarantee community benefit, and ensure transparency and commitment by candidate companies in tracking long-term costs and benefits of projects.

Job growth: Second Office Fresno expects to attract leading companies to support the creation of 5,000 jobs over ten years in high-growth, high-wage sectors that demonstrate a commitment to tackling issues surrounding racial disparities through quality jobs and economic empowerment.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Develop and execute a plan to engage residents and, in partnership with residents, develop the Economic Development Community Scorecard for assessing potential investments in the city.
- Draw from best practices from communities and

companies that have successfully integrated corporate social responsibility and equity. Integrate relevant, concrete examples for how cities have explicitly identified specific ways to incorporate equity into recruiting and attracting investment.

- Identify ways to support connections to small businesses owned by women and people of color.
- Identify policies and protections necessary to prevent adverse consequences to resident communities.
- Explore other evidence-based strategies to successfully attract and retain businesses worldwide that have a long-term, positive community impact.

INVESTMENT ASK

Seeking \$31 million through 2030.

NEXT STEPS AND CONSIDERATIONS

Over the next few months, we will establish a work group reflecting industry and community members to establish the Community Scorecard framework that will include diverse community factors that reflect our economic and equity objectives. Once alignment on the Scorecard is reached, we will engage with thought leaders such as The Brookings Institution to develop a Market Prioritization Analysis to help determine company priorities by sector, sectors with the highest concentration of opportunity jobs, and sectors and firms with the greatest potential to contribute to industry diversification.

To further support the development of the Patient Capital Fund, a technical committee led by Access Plus Capital will be created that includes qualified finance professionals within private equity, fund management, accounting, and compliance to refine the scope and structure of the desired Patient Capital Fund and engage initial fund custodians. In the coming months, we will also begin identifying key professional service providers, such as a corporate site selector and financial modeling consultant, to help develop a strategic plan for the launch of the Patient Capital Fund and Second Office Recruitment program.



Next Generation Aviation Academy, Working Group, and Testing Lab

Develop an innovative, end-to-end talent pipeline and training program for diverse aviation professionals, the strategic framework needed to position the San Joaquin Valley to capture the emerging electric aviation market, and the blueprint for a world-class electric aviation testing lab and innovation hub.

OVERVIEW & VISION

The San Joaquin Valley has a unique competitive advantage when it comes to aviation. Its relatively flat, low-density topography, coupled with 12 months of sunshine and temperate climate, create an ideal testbed for aviation. Moreover, the San Joaquin Valley has more than 20 general use airports and a diverse and growing population of potential future aviation professionals. Today, the aviation industry faces a growing, global shortage of pilots and other aviation professionals, and the emerging electric aviation market has yet to find a natural hub for its emerging technologies and ecosystem. The San Joaquin Valley – given its unique competitive advantages – is uniquely positioned to address both of these challenges. This initiative seeks to develop an innovative, end-to-end talent pipeline and training program for diverse aviation professionals, which will provide the strategic framework needed to position the San Joaquin Valley to capture the emerging electric aviation market, and develop the blueprint for a world-class electric aviation testing lab and innovation hub.

THE PROBLEM

There is an international shortage of trained pilots, aviation maintenance technicians, and air traffic controllers that threatens to cripple global mobility and economic vitality: According to Boeing, 804,000 new civil aviation pilots, 769,000 new maintenance technicians, and 914,000 new cabin crew will be needed to fly and maintain the world's fleet over the next 20 years.¹ Largely driven by a lack of focused aviation training in recent decades and the retirement of a generation of pilots, the aviation industry is bracing for a major pilot shortage. In fact, by the end of 2026, an estimated 42% of the active pilot workforce at the five largest airlines will reach retirement age.²

Current aviation training programs fail to reach a diverse pool of potential aviation professionals and take too long to train the workforce needed to meet the need:

The current system of national flight training universities, locally-owned flight schools, and community colleges and universities fails to attract and train a large enough pool of potential pilots in a timely enough manner to address

1 Boeing.com. (2019). Pilot & Technician Outlook, 2019 - 2038. [online] Available at: https://www.boeing.com/resources/boeingdotcom/commercial/market/pilot-technician-services/assets/downloads/2019_pto_infographic.pdf [Accessed 17 Oct. 2019].

2 nyt.com. (2017). Pilot Retirements Accelerate Beginning In 2021 & Peak In 2025. [online] Available at: https://static01.nyt.com/files/2018/business/Pilot_Retirements_Accelerate_Beginning_In_2021_Peak_In_2025_Cowen_and_Company.pdf [Accessed 17 Oct. 2019].



projected shortages. Current training processes favor middle-upper income and White individuals that have the resources to pay for training that can cost up to \$80,000 to reach an airline transport pilot rating. Today, 92.9% of airline pilots and flight engineers are White, while only 3.3% are Black and 1.9% are Asian (compared to the Black and Asian population comprising 12% and 6% of the overall population, respectively).³ In their current form, existing training programs will lack the demographic reach, scale, and innovativeness needed to train and certify the next generation of aviation professionals. For example, to become a certified commercial airline pilot today takes on average 5-10 years.⁴ Due to a number of factors, including late introduction of aviation as a career path, financial burden, limited training on more advanced aircraft, and slower adoption of new innovation (e.g., flight simulators), our current system of training aviation professionals is unlikely to meet the industry's expected demand.⁵

The global electric aircraft market is an emerging, high-growth industry that requires testing sites and airspace needed to validate new innovations: With expected growth of 35% or more annually, the global electric aircraft market is estimated to reach \$937 million by 2026.⁶ Electric aviation offers tantalizing and transformative opportunities (e.g., electric vertical takeoff and landing, electric battery testing), but as a still-emerging industry, it remains constrained by the spaces, airfields, and industry partners available to test and validate new technologies. California — and the San Joaquin Valley, in particular — offers an ideal location for testing and validation due to its great weather and policies that promote zero-emission transportation. The San Joaquin Valley alone has over 20 general use airports, many of them located adjacent to or within Federal Opportunity Zones, that are under-utilized. Despite its assets, the State has yet to recognize the potential of this new technology and its implications not only for economic growth, but also for transforming transportation and connectivity across the State.

OUR COMMUNITY'S SOLUTION

We seek to address the international shortage of aviation professionals and support the emerging electric aviation industry while supporting quality aviation jobs for diverse communities and improving the visibility and image of the region. Key features will include:

- **An Aviation Academy Network which will utilize best practices and innovations to more quickly and equitably train the next generation of aviation professionals** (\$26 million): Through an end-to-end continuum of early child, young adult, and adult programs, we will provide low-income and students of color with exposure and access to the aviation industry and provide robust supports in order to place them in attractive aviation careers.
- **San Joaquin Valley electric aircraft working group to help the region understand the strategic opportunity in regard to electric aircraft deployment** (\$3 million): We will create and convene a San Joaquin Valley working group to develop concrete public-private sector linkages, policy recommendations, and advocacy efforts to ensure that the San Joaquin Valley is a leader in next-generation aviation training, research, and commercialization. Through partnerships with regional transportation planning organizations, advanced aircraft technology manufacturers, Association of California Airports, the California Pilots Association, Caltrans, CALSTART, the California Air Resources Board, the California Energy Commission, the FAA, NASA, workforce boards, community colleges, and cities, we believe we can organize effectively to ensure our region is a leader in this emerging space.
- **A blueprint for a next-generation electric aviation innovation hub to support the testing and validation of emerging electric aviation technologies** (\$8 million): In Phase 1 of the project for Years 1-4, we seek to design and renovate existing hangars and airspace at Castle Airport (KMER) in Merced County and Fresno Chandler Executive Airport (KFCH) in the city of Fresno, which will include 160,000 square feet of office and incubation space, a 13,000 foot and a 3,600 foot runway, and over 200 acres of ramp area for aircraft parking to create an innovation hub that acts as a model for

³ Datausa.io. (2017). Aircraft pilots & flight engineers | Data USA. [online] Available at: <https://datausa.io/profile/soc/aircraft-pilots-flight-engineers> [Accessed 17 Oct. 2019].

⁴ U.S. Department of Labor Bureau of Labor Statistics. (2019). How to Become an Airline or Commercial Pilot. Retrieved from U.S. Bureau of Labor Statistics

⁵ International Civil Aviation Organization. (2014). Aviation Training Going Forward. Retrieved from International Civil Aviation Organization

⁶ Reports and Data, h. (2019). Electric Aircraft Market Size & Forecast | Global Industry Analysis | 2026. [online] Reportsanddata.com. Available at: <https://www.reportsanddata.com/report-detail/electric-aircraft-market> [Accessed 17 Oct. 2019].



regional expansion. The interconnected spaces will serve as a lower-cost training ground for flight training for the Aviation Academy Network, and also provide runway, office, and lab space for aviation innovators such as Boeing, Airbus, Ampaire, Pipistrel, and others. By creating an innovation hub that connects two regional airports with different strengths and attributes, we plan to demonstrate how the region can use advanced electric aircraft plus electric ground transportation integration to build a new mobility model that can be exported to other parts of the San Joaquin Valley, the state, and the nation.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create:

- **Capital investment:** \$37 million in investment to support the training of next generation aviation workers and support electric aviation innovations.
- **Job growth:** More than 1,200 pilot and aviation mechanics trained.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Develop and execute a plan to engage and integrate student, parent, and community voices into the design of scholarships for aviation students.
- Develop culturally competent outreach and messaging to increase access to programs and services.
- Develop and implement population-specific strategies to overcome educational K-12 challenges in reading and math to successfully engage in the pipeline program.

INVESTMENT ASK

Seeking \$37 million through 2030.

NEXT STEPS AND CONSIDERATIONS

We will continue to work with community colleges, private sector aviation companies, and local residents to refine and design a best-in-class aviation training academy and assess the potential of the innovation hub. Our most immediate aspiration and next step will be to work with aviation leaders to position Fresno as the location for the upcoming NASA Urban Air Mobility Grand Challenge in 2022.⁷ This would cement our position as a next-generation aviation hub and serve to accelerate our position as a leader in the emerging electric aviation space.

⁷ NASA. (2019). NASA's UAM Grand Challenge. [online] Available at: <https://www.nasa.gov/uamgc> [Accessed 17 Oct. 2019].



Water for All

A suite of initiatives that meaningfully support the monitoring, re-investment, and distribution of the region's water to better ensure low-income and vulnerable populations have access to safe, affordable, and clean groundwater while ensuring the Greater Fresno Region has the water resources needed to help agricultural and other businesses thrive.

OVERVIEW & VISION

The San Joaquin Valley is home to a vibrant and diverse population of residents and among the richest agricultural lands in the US. Central to the economic, physical, and social well-being of the region's residents and its economy is access to clean, safe, and affordable water. In September 2012, then Governor Brown signed Assembly Bill (AB) 685, legislatively recognizing the human right to water in that "every human being has the right to safe, clean, affordable, and accessible water adequate for human consumption, cooking, and sanitary purposes."¹ Today, almost seven years after the signing of AB 685, hundreds of thousands of California residents continue to lack access to safe, affordable, and drought-resilient sources of water.

Of the 4.2 million residents who call the San Joaquin Valley home, most rely on groundwater for use in their homes for cooking, drinking, and basic hygiene.² Within the San Joaquin Valley, historic land development policies and practices, as well as historic water management policies and

practices, have failed to prioritize safe drinking water and groundwater sustainability for low-income communities served by small public water systems or individual onsite domestic wells. Not unexpectedly, these policies and practices have exposed thousands of residents to public health and safety risks associated with dry well conditions and contaminated water sources. Five of the San Joaquin Valley's eight counties currently report the highest rates of water contamination in the State, and all eight counties have groundwater basins that have been designated by the State as critically over-drafted. Accordingly, the San Joaquin Valley is nationally recognized as "ground-zero" for California's safe drinking water and water sustainability crisis, and millions of dollars of investment are required to address the myriad of issues facing the State's water systems.³

The challenges of California and the San Joaquin Valley are magnified, and particularly poignant, in Fresno and Madera Counties. These two counties, home to more than 1 million Californians, face an accelerating water crisis which we aim to address through this initiative. For Fresno and

1 Waterboards.ca.gov. (2019). Human Right to Water | California State Water Resources Control Board. [online] Available at: https://www.waterboards.ca.gov/water_issues/programs/hr2w/ [Accessed 17 Oct. 2019].

2 Bureau, U. (2010). General Population and Housing Statistics. [online] Census.gov. Available at: <https://www.census.gov/programs-surveys/decennial-census/decade/decennial-publications.2010.html> [Accessed water.ca.gov. (2018). Critically Overdrafted Basins. [online] Available at: <https://water.ca.gov/Programs/Groundwater-Management/Bulletin-118/Critically-Overdrafted-Basins> [Accessed 17 Oct. 2019].d 17 Oct. 2019].

3 ppic.org. (2019). Water and the Future of the San Joaquin Valley. [online] Available at: <https://www.ppic.org/wp-content/uploads/water-and-the-future-of-the-san-joaquin-valley-february-2019.pdf> [Accessed 17 Oct. 2019].



Madera Counties, we must work together to ensure safe drinking water, support adequate wastewater and flood management, improve and protect groundwater resources, ensure sustainability and environmental health of existing communities, coordinate actions to ensure sustainability, and protect lower-income ratepayers from the high cost of contamination and a limited water supply.

The Water for All initiative aims to meaningfully support the monitoring of, reinvestment in, and distribution of Fresno and Madera County's water. These efforts will better ensure that low-income and vulnerable populations have access to safe, affordable, and drought-resilient water while ensuring our region has the water resources needed to help agricultural and other businesses thrive.

THE PROBLEM

Fresno and Madera Counties face a water crisis that threatens the economic, physical, and social well-being of more than 1 million Californians. Facing increased threats from climate change and even greater demands on their water infrastructure due to population growth, these counties face a problem that, if left unaddressed, could cause irreparable damage to one of California's most precious assets and communities. The water challenges in Fresno and Madera Counties are driven by a few key factors, including:

Underinvestment in our water infrastructure resulting in a low-quality, high-cost, and non-resilient water supply:

The existing water infrastructure serving Fresno and Madera Counties was conceived over 100 years ago and exhibits observable signs of age, wear and deterioration throughout. As our population has grown, the operating requirements placed on our water supply have outpaced investments in our water infrastructure, resulting in inequitable quality, cost, and reliability/resiliency of water. For example, in Fresno and Madera Counties there are more than 200 public water systems that have 15 or more service connections, not including the many onsite domestic wells, located in rural communities, that provide water for community

consumption.⁴ Limited investment in capital projects to support new water systems and a lack of funding for the ongoing maintenance and upkeep of existing systems has resulted in unsafe water quality. There is major contamination in our water supply – including nitrate, arsenic, and uranium – with low-income urban and rural communities bearing the brunt of this burden.⁵

Bringing all of the existing water infrastructure in Fresno and Madera Counties up to adequate health standards will require targeted investments. Moreover, these old, unfunded systems are also more vulnerable to the effects of climate change and increased drought conditions. Without investments to upgrade and modernize our water infrastructure, poorly maintained, uncoordinated, aging systems will continue to drive higher service costs and lower quality. Unable to benefit from new, cost-saving technology and economies of scale, our water systems are destined to fail if major improvements are not made.

Fractured governance and oversight of water management and delivery systems, further exacerbating our water crisis:

Due to our extensive geographic area, our water system is large and complex. In the city of Fresno alone, from the main aquifer that supports the city's water supply, a network of 1,780 miles of distribution pipeline and 140,000+ service connections are used to service individual customers.⁶ The challenges of this large water network are exacerbated and multiplied by uncoordinated and siloed water governance. Within Fresno County, there are currently 32 permitted water systems serving approximately 50,000 persons that have received notices of violation for failing to comply with drinking water standards. Additionally, there are thousands of domestic wells in Fresno County, many of which are severely contaminated.

For example, the implementation of the Sustainable Groundwater Management Act (SGMA) requires all water users to form Groundwater Sustainability Agencies (GSAs) and take meaningful and coordinated action to protect, replenish, and restore the precious groundwater resources of the San Joaquin Valley. In Fresno County there are 12

4 ppic.org. (2019). Water and the Future of the San Joaquin Valley. [online] Available at: <https://www.ppic.org/wp-content/uploads/water-and-the-future-of-the-san-joaquin-valley-february-2019.pdf> [Accessed 17 Oct. 2019].

5 Community Water Center. (2019). Water Quality. [online] Available at: <https://www.communitywatercenter.org/contamination> [Accessed 17 Oct. 2019].

6 Fresno.gov. (2019). Department of Public Utilities | Water Sources. [online] Available at: <https://www.fresno.gov/publicutilities/water-quality-operations-testing/water-source-distribution/> [Accessed 17 Oct. 2019].



local GSAs, with another 12 GSAs in Madera County. Each of these 24 GSAs independently monitors and reports on groundwater quality, quantity, and the direction and rate of groundwater flow, with little to no coordination between systems.⁷ This lack of coordinated governance results in an inability for the region to have a holistic view of its groundwater challenges and be able to respond appropriately. Moreover, the region's small water systems (those serving fewer than 3,000 connections) are not required to conduct assessments of long-term water supply, demand, vulnerability to water shortages, and groundwater contamination conditions.⁸ This lack of oversight results in unknown risks to communities, which, given the risks we know exist in the systems we do monitor, cannot be tolerated. Ensuring residents and communities have access to safe and adequate water will require a systematic transformation of our water governance and oversight mechanisms.

Sub-optimal land use policies that exacerbate and strain our water supply: In addition to an underinvested, large and complex water system with uncoordinated governance and oversight, sub-optimal land use policies serve to continually support ad-hoc, uncoordinated water extensions, further expanding and straining our water network. It is well known and documented by the State and local governments that communities served by small rural water systems or individual onsite domestic wells have a high probability of failure, and yet local land use planning agencies and State agencies continue to approve new residential housing projects with insufficient conditions placed on them to ensure the long-term sustainability of the underlying water systems.⁹ Additionally, local governments and state agencies continue to approve new industrial development projects located in proximity to low-income communities without thoroughly investigating the resulting impacts on those communities' drinking water resources.¹⁰ Low-income communities disproportionately bear the financial and health impacts of these sub-optimal land use and

groundwater management policies. Addressing our water challenges must involve thoughtful and re-imagined land use policies and programs.

Climate Change Considerations: Currently, the Greater Fresno Region relies on snowfall to accumulate into a snowpack in the San Joaquin River and Kings River watersheds over the winter (November to March), and then for the snowpack to melt slowly from March through August, thereby using the snowpack as a natural form of water storage. If more of the San Joaquin Valley's water supply arrives as rainfall rather than snowfall, as predicted by climate change models, there is not sufficient storage or conveyance capacity to manage and control the predicted rainfall runoff.¹¹ The inability to manage and control high rainfall conditions will mean that millions of acre-feet of water that could be diverted for beneficial uses in the San Joaquin Valley will, instead, flow out to the Pacific Ocean through the San Francisco Bay. Low-income residents and residents of color will likely bear the brunt of the adverse impacts caused by climate change due to their limited financial capacity to implement measures to correct for degraded water conditions or depleted aquifer conditions. Households dependent on domestic wells or single-well community water systems face an impending economic and health crisis, as plummeting water levels render their drinking water infrastructure useless.

OUR COMMUNITY'S SOLUTION

The current model for water resource management in the San Joaquin Valley is exhibiting signs of stress across all economic, social, and environmental factors. With these warning signs now on full display, there is a recognized need to foster greater collaboration and cooperation amongst all water stakeholder groups to improve the water resilience of the San Joaquin Valley. To demonstrate the benefits of greater collaboration and cooperation to improve drinking water and wastewater conditions for low-income communities, a suite of investments has been prepared for the Greater Fresno Region. These investment proposals have been prepared to serve as models that can be replicated in other regions of the San Joaquin Valley — and even the state

7 [sgma.water.ca.gov](https://sgma.water.ca.gov/portal/gsa/all). (2019). SGMA and GSA. [online] Available at: <https://sgma.water.ca.gov/portal/gsa/all> [Accessed 17 Oct. 2019].

8 [fresno.gov/publicutilities/water-quality-operations-testing/water-source-distribution/](https://www.fresno.gov/publicutilities/water-quality-operations-testing/water-source-distribution/) [Accessed 17 Oct. 2019].

9 [PPIC.org](https://www.ppic.org/wp-content/uploads/water-and-the-future-of-the-san-joaquin-valley-february-2019.pdf). (2019). Water and the Future of the San Joaquin Valley. [online] Available at: <https://www.ppic.org/wp-content/uploads/water-and-the-future-of-the-san-joaquin-valley-february-2019.pdf> [Accessed 17 Oct. 2019].

10 [PPIC.org](https://www.ppic.org/wp-content/uploads/water-and-the-future-of-the-san-joaquin-valley-february-2019.pdf). (2019). Water and the Future of the San Joaquin Valley. [online] Available at: <https://www.ppic.org/wp-content/uploads/water-and-the-future-of-the-san-joaquin-valley-february-2019.pdf> [Accessed 17 Oct. 2019].

11 [PPIC.org](https://www.ppic.org/wp-content/uploads/water-and-the-future-of-the-san-joaquin-valley-february-2019.pdf). (2019). Water and the Future of the San Joaquin Valley. [online] Available at: <https://www.ppic.org/wp-content/uploads/water-and-the-future-of-the-san-joaquin-valley-february-2019.pdf> [Accessed 17 Oct. 2019].



— to improve water resilience, drinking water conditions, and wastewater conditions.

The proposed investments to achieve Water for All in the Greater Fresno Region are described below.

- **Seek a public investment for a Regional Water and Sewer Consolidation Evaluation Assessment to serve low-income communities in the vicinity of the City of Fresno (\$3 million for planning, and \$125 million for construction):** While the State has made significant investments to identify drinking water needs for individual rural communities on a case-by-case basis in the San Joaquin Valley, it is now recognized that greater efficiency and effectiveness for public water systems, small water systems, and individual, onsite domestic wells may be possible through coordinated regional water and sewer planning in collaboration with large public water and sewer systems.

Therefore, it is recommended that the State Water Resources Control Board (SWRCB) invest in a Regional Water and Sewer Consolidation Evaluation Assessment (Regional Consolidation Assessment) with the City of Fresno, with the City serving as the central utility provider for regional water and sewer service in the Greater Fresno Region. The Regional Consolidation Assessment will include a robust and comprehensive stakeholder engagement process to allow residents of the small systems and those reliant on onsite domestic wells and septic tanks to participate meaningfully with City staff, community organizations, and SWRCB staff in the planning and implementation efforts.

The Regional Consolidation Assessment will be prepared to serve as a model for other regional consolidation efforts to be conducted in the San Joaquin Valley as collaborative partnerships involving large urban suppliers, the SWRCB, and residents served by the small systems.

The City of Fresno has had a long history of working with small communities in proximity of the City to

consolidate water and sewer utilities. The SWRCB has identified 37 small rural water systems serving a population of approximately 50,000 persons that could be candidates for consolidation with the City of Fresno. There are also neighborhoods within and around the city of Fresno dependent on domestic wells and septic systems that are currently unaccounted for. The proposed assessment will also include identification of neighborhoods not served with basic water and wastewater services.

- **Create a certified water and sewer operator recruitment, development, and placement program to produce more certified operators in the San Joaquin Valley (\$6 million):** Throughout the San Joaquin Valley there is a relatively high-rate of unemployment, as well as a lack of certified water and sewer operators available to staff existing water and sewer utilities. It is anticipated that continued population growth in the Greater Fresno Region will drive the need for expanded public water and sewer services. More certified water and wastewater operators will be needed to accommodate the demand. Given the current and growing need for water and wastewater operators and the need to develop career opportunities for residents in the Greater Fresno Region, the State should serve as an investment partner with a local public agency to create a certified Operator-In-Training Recruitment, Development, and Placement Program (Program) in the Greater Fresno Region. The Program would equip local high school students and young adults from disadvantaged neighborhoods and communities in the Greater Fresno Region for careers as certified water and wastewater operators.
- **Invest in a robust protective monitoring network to support SGMA decision-making and Groundwater Sustainability Plan (GSP) performance assessments (\$3 million):** Within the San Joaquin Valley, there are approximately 50 groundwater sustainability agencies (GSAs) that have been formed to manage the groundwater resources in the 13 designated groundwater basins. Within Fresno County, there are 12 GSAs, and each will be responsible for managing surface and groundwater resources to eliminate



undesirable results for urban and rural water systems. The 12 GSAs have been formed to develop separate and independent groundwater monitoring networks to monitor and report on groundwater quality conditions, groundwater level conditions, and the direction and rate of flow. These groundwater monitoring networks will rely on well sites that were never intended or designed to serve as groundwater monitoring sites for quality, quantity, and direction of flow. To improve the management of groundwater quality, quantity, and direction of flow at the regional scale, it is recommended that the State invest in the deployment of dedicated groundwater monitoring infrastructure.

This investment request is for \$3 million to be expended for the planning, permitting, design, and construction of 36 strategically-located groundwater monitoring wells across the 12 GSAs (3 monitoring wells per GSA) located within Fresno County. It is recommended that the funds be allocated to each of the 12 GSAs in Fresno County, and that the selection of monitoring well locations be coordinated with impacted disadvantaged communities, including individual onsite well owners, local GSAs, special districts, municipalities, the Department of Water Resources, the United States Geological Survey, community-based organizations that work directly with disadvantaged communities, and other stakeholders. The funds will be expended during fiscal years 2021 through 2024. This investment will improve data quality, data accessibility, and decision-making for sustainable groundwater management throughout the region. In addition to monitoring groundwater levels to protect against source vulnerability, each monitoring well will also monitor for all contaminants to protect against groundwater contamination as a result of groundwater management actions.

- **Develop a technical assistance program for rural communities to enhance technical, managerial, and financial competencies for small water system governing board members and executive staff (\$5 million):** As documented by the State Water Resources Control Board, one of the most significant challenges for small water systems is the lack of financial resources to be able to attract, develop, and retain qualified governing board members, as well as technical, managerial, and financial staff. To address this issue, it is recommended

that funds from the State General Fund, future bonds, and the Safe Drinking Water Fund (SB 200) be allocated to provide ongoing and recurring technical assistance to small rural water systems and communities dependent on domestic wells for their source of water, as well as communities without adequate wastewater service. Such an investment will improve the affordability, accessibility, quality, and reliability of water service provided by rural water systems. The resulting Water and Wastewater System Operations, Management, and Administration curriculum will be delivered in discrete modules to rural water system governing board members and executive staff on key subjects related to water and wastewater system operations, management, and administration. The training will be provided on a recurring basis.

- **Create renewable energy sources for water and wastewater service delivery (\$20 million):** Climate change will result in water resource management issues including the loss of water supply storage. Our current water system infrastructure is not sufficiently set up to manage, control, and divert high-rainfall events for beneficial uses in the San Joaquin Valley. We will build clean renewable energy sources to supply the energy demands of water system facilities serving disadvantaged communities in a future that requires more active management and movement of available water. Investment in solar production is estimated to provide approximately 5 megawatts of power supply for rural water system drinking water facilities. This level of investment will also be used to construct a clean, renewable energy source that can provide power for multiple small rural water systems to reduce greenhouse gas emissions.

POTENTIAL IMPACT

By 2030, we believe that fully implementing these strategies could lead to meaningful impacts in our community, including:

- **Capital investment:** More than \$162 million of capital directly supporting low-income, rural, and vulnerable communities.
- **Support environmental justice and sustainability:**



Provide clean, accessible, and affordable groundwater to more than 50,000 residents and reduce greenhouse gas emissions generated by small water systems.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Develop a plan for community engagement and input into the systems that are designed: operationality, functionality, and quality.
- Plan for specific ways that residents can have a voice in the operation and management of the water systems. For example, establishing an advisory committee that is representative of the communities.
- Engage with organizations already working with disadvantaged communities to support the initiative.
- Develop and implement population-specific strategies to overcome challenges in reading and math to successfully complete the Operator-In-Training Recruitment, Development, and Placement Program.

INVESTMENT ASK

Seeking **\$162 million** through 2030 to support regional water and wastewater system planning, capital investment for water and wastewater system consolidations, capital investment for groundwater monitoring, workforce development for water and wastewater operators, and capacity building for water and wastewater utility governing

board members and executive staff. All investments are intended to provide safe, reliable, and drought-resilient water supply facilities for low-income communities of color.

NEXT STEPS AND CONSIDERATIONS

Over the next several months, we will continue to work with the State, local GSAs, and residents to further uncover the myriad of challenges impeding safe and accessible water supply. Through these discussions with key stakeholders, our aim is to refine our proposed solutions to best meet the needs of our community while developing buy-in from the broad set of stakeholders needed to implement these solutions.

In launching these efforts, one potential risk is in the perceived challenges between investing in access for residents in low-income and rural communities and supporting economic growth and uses of groundwater by businesses. We believe that a more regionally coordinated water infrastructure system will benefit both stakeholders. However, to allay these perceived concerns, we will be engaging with residents and communities in addition to private sector voices in shaping these solutions. By bringing these stakeholders along this journey, our hope is that a more comprehensive solution, embedded with a joint understanding and appreciation of the problem, is possible.



HUMAN CAPITAL





Skilling, Reskilling, & Upskilling

A multi-pronged strategy to reshape the workforce development system, including 1:1 case management for at-risk residents, family support and training funds, and a career network hub for work-based learning.

OVERVIEW & VISION

Despite a growing and diverse population, Fresno has significant human capital challenges rooted in an education and training system that is not aligned to adequately prepare learners for meaningful employment and the future of work. As many as 45,000 residents are out of work in a given year, and unemployment in Fresno is 2 times higher than the California average and up to 5 times higher for residents of color.¹

Because the region has many fragmented organizations and agencies providing services to disadvantaged populations, families in Fresno encounter difficulties with navigating the maze of available services.² There is no trusted, regional cross-sector platform to drive alignment, achieve leverage, attain scale, change policies, or share best practices. This leaves the emerging workforce ill-prepared for employment and creates barriers for adults seeking upskilling and retraining as they adapt to forces like automation. For historically underserved populations like un- and underemployed and undocumented residents, there are insufficient resources to support reentering or advancing in the workforce,

and funding for these resources is notoriously restricted only to specific populations.³ This initiative will pursue a multi-pronged strategy to reshape the workforce development system including 1:1 case management for at-risk

residents, family support and training funds, and a career network hub for work-based learning (WBL) experiences. These efforts will connect the emerging and existing workforce with new learning opportunities and remove barriers to employment to realize a future where the training and employment ecosystem better serves the skilling, reskilling, and upskilling needs of all Fresno residents.

THE PROBLEM

Fresno has high unemployment and a significant population of underemployed adults despite a high



¹ US Census Bureau, American Community Survey 5-year estimates, 2017

² California Unincorporated: Mapping Disadvantaged Communities in the San Joaquin Valley. (2013). Retrieved 17 October 2019, from <https://www.policylink.org>

³ Villarreal, N. (2010). Improving Legal Aid to Rural Communities in California. Retrieved 17 October 2019, from <https://scholarship.law.berkeley.edu>



number of job openings each year: Fresno has chronically high unemployment, with rates nearly double the national average.⁴ Employment outcomes are even more challenging for residents of color: 7% of Fresno’s White residents are unemployed compared to 12% of Latino and 19% of Black residents.⁵ Despite there being so many residents out of work, there were still nearly 30,000 unfilled jobs in 2017 in just 6 industries, suggesting a mismatch between skills and open jobs.⁶ For those who are employed, half of jobs in Fresno are not considered “promising”, meaning they



have low-pay and/or no benefits, and do not lead to more meaningful employment within 10 years.⁷ Fresno’s un- and underemployment challenges result in 45% of residents struggling to make ends meet without a clear path to more meaningful employment or financial stability.⁸

Many of Fresno’s un- and underemployed adults face significant barriers to accessing training opportunities:

For many un- or underemployed adults in Fresno, a lack of educational attainment is a major barrier to achieving more meaningful employment. Only 27% of Fresno’s population have a Bachelor’s degree and some 90,000 residents have some college but no degree.⁹ At the same time, forces like automation are rapidly changing the nature of occupations, requiring some workers to be displaced and many others to be upskilled to support a different mix of tasks required by their current roles.¹⁰ Residents who want to access education opportunities often face personal and structural barriers such as a lack of information, personal trauma, transit, child care, financial resources, and legal barriers such as suspended drivers’ licenses. These challenges are exacerbated for at-risk populations such as undocumented

and formerly incarcerated residents, who are often even further isolated from existing services.¹¹ Although there is an ecosystem of stakeholders providing support services for these populations, they are unable to meet demand on their own. For example, some local education institutions have up to 2-year waitlists for child care services.

Once residents have access to training, they may not receive sufficient WBL opportunities, resulting in credentials that do not provide employability skills. Currently, there are an insufficient number of WBL opportunities for both high school students and the emerging workforce, leaving many residents without the critical skills required to secure meaningful employment. Existing programs are fragmented and sub-scale, and many employers hesitate to enter WBL arrangements with education providers due to perceived liability. Many high school and college students lack access to any kind of WBL, leaving them to enter the workforce without any prior experience on their resumes. As a result, employers frequently complain that they are unable to find “ready-to-work” graduates of both high school and higher education programs.

OUR COMMUNITY’S SOLUTION

The Skilling, Reskilling, & Upskilling initiative will include several components, including the following:

- **Form a Career Network Hub for work-based learning (WBL) (\$55M):** Form a regional coordinating entity that connects educators, industries, workers, and students to provide high-quality, paid WBL for all learners in the Fresno region, incorporating exposure to emerging technology, critical employability skills, and preparation for the future economy. This crucible of empowered leaders will share a commitment to equity, lifelong learning, strategic oversight, regional capacity building, civic stewardship, and policy advocacy. The Hub will provide 22,000 high school and community college CTE students with paid WBL opportunities by 2030, focusing on manufacturing, healthcare, ag-technology, business management, and education. The Hub will also act as an intermediary to recruit and train employers, build a clearinghouse to track WBL and CTE opportunities in the region, and provide liability insurance to employers

4 US Census Bureau, American Community Survey 5-year estimates, 2017
 5 US Census Bureau, American Community Survey 5-year estimates, 2017
 6 EMSI: Labor Market Analytics, 2017
 7 Brookings Institute, “Opportunity Job Report”, 2018 (Fresno MSA analysis)
 8 Brookings Institute analysis of U.S. Census Bureau microdata and the University of Washington Sufficiency Standard for Indiana, 2017
 9 California Competes, using data from the 2018 US Census American Community Survey
 10 Automation and Artificial Intelligence. (2019). Retrieved 17 October 2019, from <https://www.brookings.edu/>

11 State of California Employment Development Department. (2019). Retrieved 17 October 2019, from <https://data.edd.ca.gov/browse>



participating in internship programs, among other activities.

- **Scale 1:1 workforce navigator programs to reach 25,000 clients by 2030 (\$51M):** This component scales 1:1 workforce navigator programs to reach 4,500 additional clients per year, focusing on target populations in neighborhoods of concentrated poverty. Navigators will provide place-based case management with a service delivery model integrated into the 10 community hubs developed by the DRIVE Civic Infrastructure initiative.
- **Raise a Family Support Fund to remove barriers to employment for 10,000 residents by 2030 (\$20M):** Raise a flexible fund to expand evidence-based wraparound services to up to 10,000 residents to remove barriers to employment. Funds will be deployed to local organizations that remove barriers to employment – including legal services, expungement, and child care – to support in scaling services to reach a greater share of residents in need.
- **Raise a training fund to remove financial barriers to training for 18,750 residents by 2030 (\$50M):** Raise a flexible fund for employability skills (including social-emotional, life-skills, 21st century), in addition to sector-based technical training to provide financial support to 18,750 workers by 2030. The fund will provide financial relief to residents with the greatest need and empower them to proactively reskill/upskill and shift jobs or careers.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create:

- **Job growth:** This initiative will upskill 22,000 high school and community college CTE students, providing them with paid WBL opportunities in priority sectors; provide 1:1 case management to 25,000 low-income/un- and underemployed adults to reconnect with the workforce; provide financial support for up to 25,000 adults to remove barriers to training and employment (maximum number of people touched, as jobs and family funds are not mutually exclusive).

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Develop and execute a plan to incorporate community leadership, voice, and power in local decision-making to foster inclusive design and implementation.
- Further explore the intersectionality of the work and how it can provide leadership and professional development opportunities for residents and advocates as service providers and not only beneficiary recipients.
- Develop a plan for evaluating the companies and businesses participating in The Career Network Hub to ensure principles of equity are incorporated into practices and businesses are sensitized to issues of diversity, equity, and inclusion.

INVESTMENT ASK

Seeking \$176M through 2030.

NEXT STEPS AND CONSIDERATIONS

The Career Network Hub will serve as the connective tissue in the regional ecosystem, connecting individuals (students and workers of all ages), education, workforce, and industry. The Hub will provide strategic oversight and drive the implementation of key regional initiatives to meet the need for continuous skilling, reskilling, and upskilling over a worker's lifetime, with an explicit focus on meeting the needs of Fresno's most vulnerable residents. The Hub will also build regional capacity in ecosystem thinking, civic stewardship, and skills integration. To accomplish these goals, the following stakeholder groups will play an integral role in launching the Hub to enable long-term impact:

- *Fresno Business Council*—The Council will act as a key liaison to and champion among the business community



for civic stewardship and participation in the Career Network Hub. The Council will be instrumental in the startup of the Hub by participating in the regional WBL assessment process and developing a staffing plan.

- *San Joaquin Valley (SVJ) Manufacturing Alliance*—The Alliance will work with the Career Network Hub to offer work-based learning opportunities and training specific to the manufacturing sector, starting with an internship pilot program in year 1.
- *Fresno Regional Workforce Development Board (WDB)*—The WDB will inform and support the Career Network Hub in designing WBL opportunities aligned with industry and training needs, and will oversee the development of a CTE clearinghouse with a consumer report card empowering clients to choose the best training opportunities in the region. The WDB will also coordinate and administer the Jobs+ Fund supported by the Fresno Business Council, SJV Manufacturing Alliance, and other CTE stakeholders.
- *Reading and Beyond/CA Bridge Academies*—Reading and Beyond will develop and coordinate the 1:1 Upskilling Navigation services for the region, using an ecosystem approach leveraging the 10 civic infrastructure hubs and a “train the trainer” model to reach scale. Reading and Beyond will inform and support the Family Support Fund in addressing barriers to education and employment for vulnerable populations.
- *Fresno Unified School District (FUSD)*—FUSD will support the development of the Career Network Hub and play a lead role in assessing the region’s WBL system. FUSD will inform and support the development of the Jobs+ and Family Support Funds based on student and family needs in Fresno and provide paid internships to students through the Career Network Hub as a large regional employer.
- *State Center Community College District (SCCCD)*—SCCCD will coordinate with the Career Network Hub, Fresno Unified, and other school districts to determine the appropriate progression of WBL experiences for students from high school through community college. SCCCDD will also provide paid internships to students through the Career Network Hub as a large regional employer.
- *Fresno County Economic Development Corporation*

(EDC)—Along with its project partners, the EDC will ensure that the Central Valley Training Center (CVTC) will have the capacity to serve the Career Network Hub and will not only provide assistance with resources and pathways information, but vitally needed career technical education that will meet industry demands. The EDC will also provide data-driven research and analytical support for evaluating current and forthcoming industry hiring needs for shaping business outreach, workforce training, and community programming.

- *Fresno Economic Opportunities Commission (EOC)*—The EOC will leverage its existing programs (Employment and Training Services, Local Conservation Corps, and Valley Apprenticeship Connections) to provide paid WBL opportunities through the Career Network Hub. The EOC will also inform and support the development of the Jobs+ and Family Support Funds with an explicit focus on the most vulnerable residents.

This work will also be enabled by the extensive work being done within and outside of DRIVE to enhance the higher education and workforce development ecosystem in Fresno, including efforts to expand dual enrollment, address capacity challenges in 4-year institutions, create pipelines into high-growth occupations, and improve the pipeline of high-quality, diverse educators. This work will also be supported by place-based neighborhood initiatives focused on leveraging community assets to reduce racial and socioeconomic isolation to ensure all Fresnans can access workforce opportunities.

To move forward, the Skilling, Reskilling, & Upskilling initiative will need to focus on implementing pilot programs to achieve proof-of-concept, while building capacity amongst partner organizations and employers to prepare for scale. Important next steps for the initiative will include: hiring and training additional case managers to provide 1:1 navigation services; identifying the right funding mechanisms for the family support and training funds to reach needed scale; and performing a regional assessment of current WBL opportunities to identify key assets and gaps. Employer recruitment activities will also be critical for ensuring sufficient capacity for internship programs.



Pre-Conception to Five

Expand evidence-based programs including high-quality early child care and education, group prenatal care, nurse and para-professional home visits, and 2-generation coaching to ensure a healthy and equitable start to life.

OVERVIEW & VISION

Fresno's high poverty rates and deep history of socioeconomic and racial inequality mean young children – especially young children of color – face barriers to healthy growth and development before they are even born. Without access to critical health and education resources that are often available to higher-resource families, young children fall behind in ways that persist into adulthood. This lack of access is evidenced in disproportionately poor outcomes such as prenatal health, early childhood development, and kindergarten readiness for many of Fresno's children and families. Many of these outcomes are even worse for children, mothers, and families of color. For example, pre-term birth rates are ~2/3 higher for Black mothers than for White mothers (15% vs. 9%)¹, and infant mortality rates for Black infants in Fresno are 3X higher than for White infants.² Latino infants also experience 20% higher mortality rates than White infants.³ Poor outcomes persist as young children age, with only 18% of children in working families having slots in child care programs.⁴ Falling behind before kindergarten can have ripple effects through K-12 and into adulthood, perpetuating systemic challenges for children

who are born into lower-resource families. To address these challenges, the Pre-Conception to Five initiative proposes an ambitious effort to expand evidence-based programs that will significantly improve outcomes for Fresno's young children and their families, including high-quality early child care and education, group prenatal counseling, nurse and para-professional home visits, and 2-Generation coaching to ensure a healthy and equitable start to life. The solutions presented in this initiative were developed in consultation with the communities they will serve. The data points informing this initiative came from entities and studies that engaged with the various communities of Fresno County. The community engagement process included focus groups in both urban and rural communities with diverse populations represented. These conversations were complemented by a county-wide survey as well as provider input. This investment is critical not only to early childhood outcomes, but also for lifelong outcomes for the next generation of Fresnans, representing a significant opportunity to reduce socioeconomic and racial equity gaps while investing in Fresno's future human capital value proposition and workforce.

1 Fresno County Preterm Birth Initiative, 2015, <http://www.ptbifresno.org/the-initiative/>
2 First 5 Fresno County, 2017 "African American Infant Mortality Report", <http://www.fresnostate.edu/chhs/cvhip/documents/AAIM%201-7-2016%20Final.pdf>
3 First 5 Fresno County, 2017 "African American Infant Mortality Report", <http://www.fresnostate.edu/chhs/cvhip/documents/AAIM%201-7-2016%20Final.pdf>
4 Kidsdata.org, Availability of Child Care for Working Families, 2017.



THE PROBLEM

Before children are even born, mothers and families of color are disproportionately at risk for adverse early childhood outcomes due to insufficient access

to quality care: Mothers from communities of color in Fresno lack support and access to resources and experience disrespectful and/or culturally insensitive care, leading to adverse health consequences for young children.⁵ Pre-term birth rates are ~2/3 higher for Black mothers than for White mothers (15% vs. 9%)⁶,

and infant mortality rates for Black infants in Fresno are 3X higher than for White infants.⁷ Latino infants also experience 20% higher mortality rates than White infants.⁸ Challenges are only increasing for families of color. While infant mortality in Fresno has declined overall in the last 6 years, it has gone up 87% for Black infants.⁹ Existing programs like group prenatal care and home visiting programs reach only a share of low-income mothers and mothers of color, leaving many children and families without sufficient access to early health services. Without needed services, children born into historically disadvantaged families will continue to fall behind before they are even born, reducing chances of economic and social mobility for the next generation.

Insufficient access to programs and services persists after birth and through early childhood, impacting healthy growth and development into adulthood: Children in Fresno are not entering kindergarten ready-to-learn, with problems compounded for low-income and special needs children and children of color. As young children age, finding quality child care and education is not possible for many families in Fresno. Only 18% of children in working families in Fresno have slots in child care programs – slots are not

available for the remaining 82%.¹⁰ For those who do access care, programs are expensive. The average cost of care for an infant in Fresno County is more than \$12,000 per year, and the cost for a preschool aged child is more than \$8,000.¹¹

As children get older, program attendance goes up only modestly. Despite strong links between high-quality preschool and longer-term education and employment outcomes, only 38% of 3- and 4-year-olds in Fresno attend a preschool program, with only 32% of Latino children and 23% of Asian children attending preschool.¹² As a result, children's education outcomes suffer as they age. By third grade, fewer than half of children in Fresno meet expected reading proficiency, with only 30-40% of children of color and low-income children reaching proficiency compared to 65% of White children.¹³ Without expansion of services for 3- and 4-year-olds, Fresno's children will not enter school ready-to-learn, and will continue to fall behind as they enter K-12 and beyond.

OUR COMMUNITY'S SOLUTION

The Preconception to Five portfolio includes four core components:

- **Build capacity for early care and education (ECE) programs and increase access to affordable and accessible, high quality ECE seats for 46,766 children (\$670M):** This initiative will expand access to affordable and accessible, high quality ECE to 46,766 children by 2030, with a scale up of 5% within the first two years, and 10% per year thereafter. Components include onboarding new ECE providers, scaling training programs for ECE programs and affiliated caregivers, and incentivizing advanced training through scholarships



5 Elsevier, "Health care experiences of pregnant, birthing, and postnatal women of color at risk for preterm birth" August 2018, <https://peoria.medicinewisc.edu>
 6 Fresno County Preterm Birth Initiative, 2015, <http://www.ptbifresno.org/the-initiative/>
 7 First 5 Fresno County, 2017 "African American Infant Mortality Report", <http://www.fresnostate.edu>
 8 First 5 Fresno County, 2017 "African American Infant Mortality Report", <http://www.fresnostate.edu>
 9 First 5 Fresno County, 2017 "African American Infant Mortality Report", <http://www.fresnostate.edu>

10 Kidsdata.org, Availability of Child Care for Working Families, 2017.
 11 Kidsdata.org, Annual Cost of Child Care by Age Group and Facility Type, 2016.
 12 Annie Casey Kids Count Data Center, 2014, 3- and 4-year-olds attending preschool by county in California.
 13 Fresno Cradle to Career, 2018. "2018 Annual Report." https://fresnoc2c.org/themes/fresnoc2c/report/attachments/C2C_2019AR_Print-reformatted-FINAL-low-res.pdf



for professionals. To help children receive the support they need, this initiative will also develop and launch an ECE Scholarship Program leveraging current subsidized ECE slots and a “CEL (Centralized Eligibility List) 2.0” to coordinate enrollment across programs.

- **Scale the Glow! group prenatal care model to reach 7,200 Medi-Cal eligible pregnant patients per year (\$134M):** This initiative will scale Glow!, a 10-month group prenatal care model with a demonstrated history of reducing pre-term birth and maternal mortality rates. In addition to group sessions for low-income pregnant mothers, the model also provides wraparound services (e.g., transportation support, onsite childcare) to mitigate additional stressors faced by pregnant mothers.
- **Scale home visitation for birthing mothers and their children from 4,000 to 10,000 annually by 2030, focusing on 3 years of service for families with 3+ ACES and Black mothers (\$116M):** This initiative seeks to both scale a 3-year nurse home visiting model and evidence-based para-professional model to reach thousands more families in need. In addition to scaling home visitation, this initiative will also adjust care models to be culturally sensitive to Fresno’s diverse racial and ethnic communities (e.g., African-American, Latino, Hmong, Syrian refugees, etc.). It will also develop a referral model to connect mothers and families to any social services needed in addition to home visits and includes an electric car fleet for home visitor utilization.
- **Pilot a 2-Generation coaching model for 200 low-income and families in Fresno’s Southeast and Southwest neighborhoods, scaling to 2,000 families annually by 2030 (\$39M):** This initiative will pilot and scale a new 2-Generation coaching program, an alternative to service-based models, that engages in building trust and healthy family relationships through guidance from a supportive coach focused on whole family well-being. Coaches support families in assessing the family’s assets and barriers, planning with measurable goals, and coaching to reach those goals over 9-24 months, depending on family needs. 2-Gen coaching helps family members become better prepared to handle future disruptive events and challenges, and helps parents become better equipped to support healthy growth and development for young children.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create:

- Improve early childhood education and outcomes: This initiative will support 139,654 children ages 0-5, and their families, through evidence-based programs to improve early childhood and lifelong outcomes. Similar programs have resulted in positive outcomes such as: 68% risk reductions in pre-term birth (group prenatal care);¹⁴ reductions of 20-50% in child abuse/neglect and injuries (nurse home visiting);¹⁵ ROI of up to \$16 for every \$1 invested (early childhood education);¹⁶ and 18% increases in family earnings (2-generation models).¹⁷

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Develop a pipeline system so that women and families going through programs can build skills necessary to become facilitators, navigators, and coaches.
- Work with the Betting Big on Small Businesses Owned by Women and People of Color investment plan to integrate capacities for families to become daycare business owners.

INVESTMENT ASK

Seeking \$959M through 2030.

NEXT STEPS AND CONSIDERATIONS

A significant investment in early childhood in Fresno would complement statewide policy priorities and catapult the

14 Cunningham, Shayna D. et al, Journal of Women’s Health, Vol 28, No. 1, “Group Prenatal Care Reduces Risk of Preterm Birth and Low Birth Weight: A Matched Cohort Study”, 2019, <https://www.liebertpub.com/doi/10.1089/jwh.2017.6817>

15 Evidence Based Programs, Nurse-Family Partnership, 2019 <https://evidencebasedprograms.org/programs/nurse-family-partnership/>

16 Rohacek, Monica et al, Urban Institute, “The State of the Science on Early Childhood Interventions”, 2016, <https://pfs.urban.org/ece-toolkit-stateofthescience>

17 Annie E. Casey Foundation, “Strengthening the Foundation,” 2017, <https://www.aecf.org/m/resource/doc/aecf-strengtheningthefoundation-2017.pdf#page=7>



Central Valley to become a model of high-quality early childhood programs for the state and nation. At the state level, there is significant momentum from Governor Gavin Newsom, who included a historic investment of over \$2 billion for early childhood in the 2019-20 state budget to expand access to quality education and healthcare, nurse home visiting, a 2-generation strategy, and financial support. At the regional level, significant collaborative efforts between entities like K-12 education providers, higher education institutions, community benefit organizations, public entities, and others, have laid a foundation upon which to build (e.g., Fresno's QRIS system). Continued collaboration between these entities is paramount and must be supplemented with additional support from the medical community. Within DRIVE, this initiative will be supported by the Integrated Data System pilot, which will provide the backbone for robust data tracking for young children as it scales over time.

To successfully implement programs at this scale, coordination across medical providers, social workers, and community benefit organizations will be a critical first step. These entities will be a primary source of personnel, training, and other resources for scaling programs. Local higher education institutions and other sources of upskilling/

reskilling must also be prepared to meet the increase in demand for credentialing. As programs expand, families will need to be informed of the increased availability of services through marketing and outreach. The scale of the programs proposed will depend on the harmonizing of a skilled workforce and stakeholder buy-in from providers to families.

Note: The solutions presented in this initiative were developed in consultation with the communities they will serve. 734 individuals participated in the community engagement process and African American Infant Mortality report.



Integrated Data System

Building the culture and technical infrastructure for longitudinal, cross-agency data sharing, starting with a proof-of-concept pilot for children ages 0-5 and their families.

OVERVIEW & VISION

Although a multitude of service providers and government agencies serve Fresno's youngest children and their families, many children do not receive the support they need for healthy growth and development. While some challenges stem from a lack of resources to scale programs, others result from a lack of data on the early childhood landscape. Because there are no integrated data systems across providers, it is impossible to obtain a full picture of early childhood programs in Fresno, and therefore difficult to understand the relationship between individual programs and outcomes. These gaps lead to some children and families receiving duplicative services while others receive none at all. This initiative will pilot an integrated system to link developmental screening data across early childhood providers as the first step in building a robust data system serving multiple populations in Fresno. The system will help program leaders and policymakers better understand the needs of children and families while supporting continuous program improvements, innovation, and research. The Integrated Data System initiative envisions a future where all data systems are integrated across Fresno for all populations.

This pilot is a key step towards developing the culture and technical infrastructure required to make such data systems scalable long-term, with an intention to scale to additional target populations by 2030.

THE PROBLEM

Fresno's young children and their families do not always receive services needed to support healthy growth and development:

Early achievement and development gaps can impact an entire life trajectory, making support during the first five years of life critical for healthy development.¹ However, many of Fresno's programs serve only a share of young children and their families. This is reflected in lagging outcomes that begin before children are even born and disproportionately impact communities



¹ The Institute for the Study of Labor (IZA), "Long-Term Effects of Early Childhood Care and Education", 2011, <http://ftp.iza.org/dp6149.pdf>



of color; infant mortality has gone up 87% for Black infants over the last 6 years,² and pre-term birth rates are ~60% higher for Black mothers than for White mothers (15% vs. 9%).³ By kindergarten, only 34% of Fresno's children are ready-to-learn, and 17% are chronically absent during the first year of school.⁴ Kindergarten readiness is lowest for Black children (33%) and highest for White children (42%).⁵

Fresno's early childhood data systems are not linked, creating a vacuum of information about program recipients and their outcomes: Fresno has a high rate of residents who access social services (8% of households received some form of cash assistance in 2018 and 20% received food stamps), yet these programs and services have no way to share data or talk to one another.⁶ In the status quo, it is impossible to understand the full landscape of early childhood services, nor can young children be tracked over time as they transition from early childhood into the K-12 system. There is also a limited understanding of neighborhood and population gaps in service provision, of the relationship between program characteristics and child outcomes, and of the mix of services different populations access. This precludes policymakers, providers, and families from making decisions to ensure all children and families have access to the services they need and perpetuates a cycle where some communities are left behind from an early age.

Existing data sharing arrangements are fragmented, and there is no governance structure to facilitate learning or compliance with legal and ethical standards: In Fresno, there are only 6 known initiatives where agencies or social service providers share data, none of which are at scale and most of which are unknown to the larger community. Data sharing presents a multitude of legal and ethical concerns, yet there is no entity that can set community-wide standards, codify processes, ensure compliance, or build consensus around priority community needs to plan for implementation and scale. This lack of governance prevents coordination between existing efforts and makes it difficult to consider long-term plans for scaling data sharing infrastructure.

OUR COMMUNITY'S SOLUTION

The Integrated Data System initiative will include several focus areas, including:

- **Launch an integrated data system pilot focused on developmental screenings:** Link developmental screen data between the Fresno Economic Opportunities Commission (EOC), the Fresno Unified School District, and the Department of Public Health to better link services and understand the early intervention needs of 20,000 children in Fresno County ages 0-3 by 2025.
- **Pilot a universal ID project:** Pilot universal IDs using birth records and data from Fresno Unified School District and the Fresno EOC's Head Start program to assign each child a unique identifier. Unique IDs can be plugged back into agency data systems to facilitate data sharing needs going forward. This is a key enabling action for the integrated data system.
- **Develop a data sharing governance infrastructure:** Establish governance to oversee data collection and use, manage quality and compliance, and establish the vision, goals, and strategic plan for building, linking, and using data for continuous improvement in Fresno County.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create the following impact:

- **Improving early childhood education and outcomes:** Track data for 20,000 children who receive developmental screenings to identify necessary follow-up services and service gaps, and to understand the relationship between program characteristics and outcomes. This will lead to improved outcomes, such as a reduced need for special education, increased kindergarten readiness, and expanded coverage as the data system scales to additional young children and/ or additional target populations.

2 First 5 Fresno County, "African American Infant Mortality in Fresno County", 2015, <http://www.fresnostate.edu/chhs/cvhp/documents/AAIM%201-7-2016%20Final.pdf>

3 The Fresno Bee, "Still too many babies born too soon for Fresno County to celebrate this report card", 2018, <https://www.fresnobee.com/news/local/article220988890.html>

4 Fresno County Cradle to Career Annual Report, 2016, <https://www.co.fresno.ca.us/home/showdocument?id=24757>

5 First 5 Fresno County, "African American Infant Mortality Report", 2017, <http://www.first5fresno.org/wp-content/uploads/2017/04/AAIM-1-15-2016-Final-2.pdf>

6 Sheehan, Tim, "How many of your Fresno neighbors are on food stamps, welfare? You may be surprised", Fresno Bee, 2018, <https://www.fresnobee.com/news/local/article218208780.html>



COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Incorporate the findings from the community engagement sessions with stakeholders into the plan.
- Evaluate specific risks for each race group, including vulnerabilities within these groups. For example, undocumented, persons with disabilities, low-income, high mobility populations, etc.
- Provide protections to ensure risks for vulnerable populations are mitigated.
- Develop culturally competent outreach and informational materials.
- Establish channels for end users to provide feedback in real time to the implementation of the components.

INVESTMENT ASK

Seeking \$16.6M investment through 2030.

NEXT STEPS AND CONSIDERATIONS

The Integrated Data System initiative will be supplemented by existing regional data repositories (e.g., QRIS, CALPADS,

CCGI) that provide rich options for linkage in the future, as well as a data sharing pilot led by the College Futures Foundation, which serves as a model for our work in early childhood. This work will also be enhanced by a digital referral system being built as part of the Preconception to Five DRIVE initiative, which will support referring children who receive developmental screenings to needed social services.

Key next steps for the Integrated Data System initiative include facilitating community engagement sessions to ensure buy-in and solicit feedback from stakeholders, including local school districts, the Fresno County Departments of Physical and Behavioral Health and Social Services, nonprofits, higher education institutions, the regional workforce development board, housing institutions, parent advocacy groups, and end users. This group will also procure the technology platform to support data sharing between developmental screening agencies/providers; hire legal and technical assistance to ensure all data sharing agreements comply with the law; and inventory and identify specific data fields for linkage between the Fresno EOC, Fresno County Social Services, Fresno Unified School District, and the Department of Public Health.



College Completion+

Enhanced Existing System

A multi-pronged strategy aimed at increasing the number of Bachelor's degree graduates in Fresno, including growing dual enrollment, providing significant financial support to students for college completion, providing job training and placement support, and creating a regional college pipeline coordinating entity.

OVERVIEW & VISION

Fresno is far behind California for college attainment, with only 27% of Fresno adults holding a Bachelor's degree compared to 37% of adults in the state. Degree attainment is even lower for the region's Latino adults (9%) and Black adults (18%).

It is estimated that the Central Valley will need more than 30,000 additional Bachelor's degrees to meet economic demand by 2030.¹ At the same time, Fresno's higher education institutions face capacity challenges, with Fresno State turning away students each year due to too much demand. To tackle these challenges, leaders of the Fresno region's K-12 school districts, two-year colleges, and four-year postsecondary institutions have come together over the past 18 months to develop a shared vision and theory of action for creating a College Pipeline Plan. Through their collaborative design work, the group established the following North Star vision: "Creating an equitable educational system that empowers all students to achieve social and economic well-being."

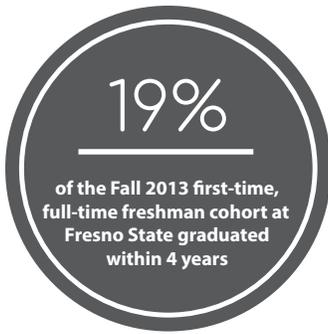
Leaders have identified key tactics that are ripe for collaborative regional action. However, there is still a need for resources for teacher upskilling, capacity building, intermediary support, and evidence-based, equity-driven higher education affordability strategies. To meet these needs, this initiative is pursuing a multi-pronged strategy aimed at increasing the number of Bachelor's degree graduates in Fresno, including growing dual enrollment, providing significant financial support to students for college completion, providing job training and placement support, and creating a regional college pipeline coordinating entity. The overarching goal of these efforts is to produce an additional 30,000 bachelor's degrees by 2030.

THE PROBLEM

Fresno's higher education system is not preparing all learners to achieve social and economic well-being:

Challenges in Fresno's higher education system begin before students even enroll, and persist through to completion. Challenges start with access, as institutional capacity and affordability are barriers to even enrolling in higher

¹ Johnson, H., K. Cook, and M. Cuellar Mejia. "Meeting California's Need for College Graduates: A Regional Perspective." Public Policy Institute of California, 2017. https://www.ppic.org/content/pubs/report/r_0617hjr.pdf



education. Fresno State, the largest four-year institution in the region, is severely impacted, turning away thousands of qualified learners each year who may not have the ability to study further from home or at more expensive private nonprofit institutions. If they are able to enroll,

students take far longer than four years to complete Bachelor’s degrees, resulting in increased student debt and a higher likelihood of attrition. For example, at Fresno State, only 19% of the Fall 2013 first-time, full-time freshman cohort completed a Bachelor’s degree in four years, and only 54% had completed their degree by the end of six years.² These outcomes are driven in part by the immense challenges students face while in school: 53% of the region’s community college students have experienced food insecurity in the past year, and 64% have experienced housing insecurity, with 18% experiencing homelessness.³ Poor outcomes persist into degree attainment, with residents of color facing worse outcomes than their White peers. While 27% of adults overall in Fresno County have a Bachelor’s degree, only 9% of Latino adults and 18% of Black adults in Fresno have a Bachelor’s degree.⁴

Systems reforms are under way, but lack infrastructure and capacity: The region’s higher education institutions are implementing evidence-based strategies to reduce time to completion, eliminate achievement gaps, and improve access, including dual enrollment, guided pathways, and holistic student support services. However, key obstacles that impact their efforts include:

- Limited capacity for intersegmental planning, resource sharing, and data analysis.
- A shortage of instructors with the qualifications to teach dual enrollment courses.
- Insufficient resources for advising, outreach, and wraparound support services.

- Limited infrastructure for work-based learning, job training, and placement in skilled jobs for college graduates.

OUR COMMUNITY’S SOLUTION

Our community’s solution must be intersegmental, intentionally blurring the lines across K-12, community colleges, public four-year universities, and private institutions to improve student experiences and outcomes. Critical components of the initiative include:

- **Upskill 85 teachers across four school districts with necessary credentials for dual enrollment (\$2M):** High-quality dual enrollment is associated with increases in high school graduation, college enrollment, and degree completion, and the impact is particularly strong for students of color, low-income students, males, and students with lower GPAs. This initiative aspires to build the capacity of all Fresno Region high schools to offer the opportunity for students to earn at least 12 transferrable college credits before graduation through strategic, high quality dual enrollment for equity, with a particular focus on eliminating gaps for historically disadvantaged groups. To reach this goal, the system will upskill approximately 85 additional teachers across the four school districts in the Fresno metropolitan area to earn the qualifications to deliver dual enrollment courses.
- **Raise a Fresno Region “Full Cost of College” Fund to provide 15,000 scholarships (\$169M):** The full cost of college includes far more than tuition and fees. Students’ financial burden includes textbooks, transportation, food, and housing. Building off early successes and lessons learned from the existing Central Valley Promise program pilot, this initiative will expand the program to include funding models to cover the full cost of college attendance for students facing the greatest financial hardships, including part-time students and those who did not enroll in college directly after high school, and will ensure students are able to meet basic needs. At scale, this Fund will provide approximately 15,000 one-year (renewable) scholarships for students in local institutions of higher education by 2030, and will cover additional wraparound support services. Eligibility criteria and terms will be determined by the

2 Fresno State Office of Institutional Effectiveness, Fall 2018, <http://www.fresnostate.edu/academics/oie/data/>
 3 Goldrick-Rab et al., “California Community Colleges #RealCollege Survey”, The Hope Center, 2019, <https://hope4college.com/wp-content/uploads/2019/03/RealCollege-CCCCO-Report.pdf>
 4 American Community Survey, US Census, 2017.



Fresno Region Presidents and Superintendents Council, with a focus on ensuring that funds target historically disadvantaged groups, including the region's large population of students from immigrant households.

- **Staff a Career Network Hub for BA+ Jobs (\$2.5M):** Create an arm of the Skilling, Reskilling, and Upskilling DRIVE Initiative's proposed Career Network Hub focused on the higher education system and connected to job training and placement for Bachelor's-level jobs. Rather than creating a separate entity, this investment will supplement the Career Network Hub by adding staff capacity and building employer connections focused on students in four-year degree programs. The pilot will reach 1,600 students per year when operating at full scale, with a focus on low-income and first-generation students. The pilot anticipates serving 14,000 students by 2030, with the long-term goal of scaling to serve all Bachelor's degree-seeking students in the region.
- **Develop a Fresno Region College Pipeline coordinating body for managing the integrated K-16 system (\$7M):** Building off the collaboration, trust, and momentum between members of the College Pipeline Leadership Team, this initiative will stand up a coordinating entity to serve as the governance body for implementation of both this effort and the complementary Integrated K-16 System. Functions of the governance body will include: program management for the K-16 Integrated System; strategic planning support to enhance the regional impact of institutional equity plans; longitudinal data analysis to assess the effectiveness of Pipeline efforts and develop enrollment management projections; coordination of facilities sharing; development/financial sustainability planning; and coordination of the Fresno Region Full Cost of College Fund. Efforts will reach approximately 145,000 students annually, representing total headcount enrollment in the Fresno region's largest postsecondary institutions (UC Merced, Fresno State, Fresno Pacific, and State Center Community College District) plus high school students in Central Unified, Clovis Unified, Fresno Unified, and Sanger Unified.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create:

- **Increased production of postsecondary graduates:** Combined, this set of components aims to produce an additional 30,000 bachelor's degrees by 2030.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Engage with students and parents alongside the institutional leaders already convening.
- Develop processes and systems for youth and resident accountability and ownership over outcomes.

INVESTMENT ASK

Seeking \$181M through 2030.

NEXT STEPS AND CONSIDERATIONS

The College Completion+: Enhanced Existing System initiative is well-positioned to meet the region's needs for intersegmental coordination focused on improving student transitions between K-12, two-year institutions, and four-year colleges. Leaders are already aligned on a vision, strategy, and theory of change, which holds equity at its center. Stemming from this work has been the creation of the intersegmental Dual Enrollment Core Action Team. It has developed an implementation plan that begins with launching pilots with the region's graduate universities and securing funding for tuition assistance to upskill cohorts of high school teachers with the master's degrees needed to teach college courses. This group will also work closely with three additional DRIVE initiatives – the Integrated K-16 System; Skilling, Reskilling, Upskilling; and Teacher Workforce – to ensure coordinated and complementary actions across the higher education and workforce ecosystem.



College Completion+ Integrated K-16 system

An integrated K-16 collaborative that leverages all regional institutions, increases the educated citizenry in the region, promotes degree attainment through occupation pathways for all learners within prioritized occupations, and meets the region's economic and labor market needs.

OVERVIEW & VISION

Fresno lags California on many macroeconomic indicators, including postsecondary educational attainment.¹ Only 27% of adults in Fresno have a Bachelor's degree, compared to 37% of adults in the entire state of California. Degree attainment is particularly low for residents of color; for example, only 9% of Hispanic residents in Fresno have a Bachelor's degree. The lack of educational attainment in the region impacts lifelong outcomes. For instance, Fresno's median household income of \$49,000 per year is at the bottom quartile across California counties. Additionally, regional unemployment sits at levels 50% higher than the state average and poverty rates at 25%, some of the highest rates in the state.

These outcomes have implications for the labor market, where the supply of skilled workers often does not meet demand. For occupations that require a certificate or a

postsecondary degree, there is a projected labor market gap of approximately 32,000 people with postsecondary degrees by 2030. This labor mismatch further hinders the economic development of the region and the social mobility of its residents.

THE PROBLEM

Fresno lags California on many macroeconomic indicators, including postsecondary educational attainment: Only 27% of adults in Fresno have a Bachelor's degree, compared to 37% of adults in the entire state of California. Educational attainment outcomes are lower for residents of color; for example, only 9% of Hispanic residents in Fresno have a Bachelor's degree. This lack of educational attainment impacts lifelong outcomes. For instance, Fresno's median household income of \$49,000/year is at the bottom quartile across CA counties. Additionally, unemployment and poverty rates, 10% and 25%, respectively, are some of the highest in the state.

¹ American Institutes for Research, "Improving Equity and Access in Fresno, Lessons from a K12-Higher Education Partnership", 2015 <https://www.air.org/sites/default/files/downloads/report/Improving-Equity-and-Access-Fresno-K12-Higher-Education-Partnership-Oct-2015.pdf>



These outcomes have implications for the labor market, where the supply of skilled workers often does not meet demand: For occupations that require a certificate or a postsecondary degree, there is a projected labor market gap of ~32,000 jobs by 2030. This gap is defined as the projected shortage of qualified graduates to fill open positions if current historical trends for postsecondary graduates and job openings continue to hold.

In addition to the labor market gap, Fresno faces a higher education capacity gap: Today, ~2,800 students that are eligible to join a 4-year institution are turned away due to the lack of capacity in the region.² This gap is projected to increase to ~5000 students by 2030. Although the 2-year institutions count a surplus capacity of ~2000 physical seats, this will not be enough to cover the totality of the gap in 2030. This lack of capacity is one of the biggest barriers in unlocking the impact of this initiative.

OUR COMMUNITY'S SOLUTION

To mitigate these challenges, improve social mobility for Fresno residents, and promote economic growth in the region, this initiative proposes to form a single integrated K-16 collaborative across educational institutions in the region. The integrated K-16 collaborative will focus on increasing higher education degree attainment in the occupations that will meet the region's economic and labor market needs, addressing the labor market gap, and improving degree completion. Additionally, the collaborative will support residents in earning employment in higher-wage, higher-skill jobs.

Based on labor market analysis, the collaborative has selected four occupation clusters to focus on for the next 5 years: education, healthcare, business management, and engineering & computing. The Engineering & Computing clusters will focus on enabling agriculture-technology and advanced manufacturing industries to move to the next level of innovation, offsetting the impact of automation.

Leaders will re-assess the labor market demand in 5 years and adjust the occupation clusters if needed.

The single integrated K-16 collaborative will support high school students, transfer students, and adult learners in attaining certificates and Associate's and Bachelor's degrees in the prioritized occupation clusters. By 2030 the collaborative aims to serve cohorts of ~5000 first-time enrollees, addressing 25% of the total annual higher education demand in the region. The collaborative has capped the cohort size to ~5000 students, acknowledging the need for other types of certificates and degrees outside the four prioritized industry clusters (25% of the jobs in 2030 will come from the prioritized clusters). As part of the implementation plan, in 2025 the Fresno presidents and superintendents will reassess the labor market demand to understand if current clusters need to be adjusted or if clusters need to be added, and the collaborative may adjust the cohort size of the program to reflect those changes to meet the labor market demand.

POTENTIAL IMPACT

Over the course of the next decade, the integrated K-16 system aims to reach the following impact targets:

- **Increase production of post-secondary graduates in high growth, high wage disciplines that address the labor market gap:** The integrated K-16 collaborative aims to graduate ~8.7K students by 2030, addressing ~70% of the labor market gap in the prioritized occupation clusters.
- **Reduce racial and ethnic economic disparities:** Through demographics reflecting those of the region (70% low-income and 70% students of color), this program will generate social mobility for disadvantaged populations. The expected median salary for a graduate from the integrated K-16 collaborative is \$63,000/year. This salary represents a ~125% increase when compared to the region's median salary of \$28,000/year today.
- **Improve graduation rates and shorten completion time for Associate's and Bachelor's degree attainment:** For Associate degrees, the integrated K-16 collaborative aims to achieve 2-year graduation rates of

² Interviews with UC Merced and Fresno City College Institutional Research



40%, which is 5x current rate of 8%. The target of 40% is equivalent to top decile 3-year graduation rates for the California community college system state-wide. For Bachelor's degrees, the integrated K-16 collaborative aims to achieve 4-year graduation rates of 60%, which is ~3x current rates of 22%. This target of 60% is equivalent to achieving current rates for the UC system state-wide.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Engage with students and parents alongside the institutional leaders already convening.
- Develop processes and systems for youth and resident accountability and ownership over outcomes.

INVESTMENT ASK

The integrated K-16 collaborative seeks a \$330M program budget through 2030. The financial ask accounts for potential savings from sharing resources across institutions and for

existing funding that can be leveraged for the development of the integrated K-16 collaborative. This budget is preliminary and will be syndicated with Fresno presidents and superintendents, as well as with the Governor's Council on Post-Secondary Education. This financial ask can be translated into an annual per student ask that ranges from ~\$1,000 to \$5,400 per student, depending on the institution that the student is currently attending. This translates to ~\$1,000 for students in high school taking dual enrollment classes, \$4,100 for students in 2-year institutions, and \$5,400 for those enrolled in 4-year institutions.

NEXT STEPS

- Designate a coordinating body to manage the implementation of the integrated K-16 collaborative, starting with the implementation of the 4 pilots to be launched in fall 2020.
- Coordinating body will confirm the list of occupation pathways and pathway leaders with all presidents and superintendents in the integrated K-16 collaborative. This document presents an initial recommendation for phase 1 of implementation, which was developed by a subset of the presidents and superintendents of the collaborative.



The Teacher Workforce initiative is a multi-pronged approach aimed at both attraction and retention for teachers, and includes targeted messaging, financial support, Guided Pathways support, professional development, and exploration of a community schools model.

OVERVIEW & VISION

In Fresno County, there is a critical lack of teachers prepared to work with the diversity of pre-K, K-16, and CTE students.¹ Challenges stem both from the decreasing pipeline of teachers, as well as difficulty retaining teachers once in the profession. There are insufficient diverse candidates entering the teacher pipeline, leading to shortages (especially in special education, bilingual education,² math, and science³), leaving students without role models who look like them as well as negative impacts to education outcomes. At the same time, existing teachers and administrators receive inadequate support as they educate students facing enormous challenges such as high poverty, homelessness, and trauma.⁴ This lack of support leads to burnout and attrition,⁵ compounding pipeline challenges by creating negative perceptions of the teaching profession.

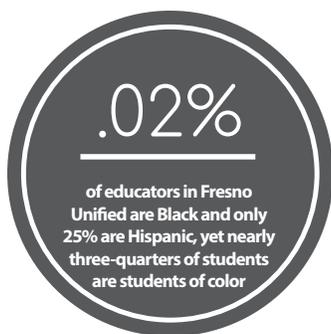
The Teacher Workforce initiative is a multi-pronged approach aimed at both attraction and retention for teachers. To attract and recruit new educators, this group is pursuing

targeted messaging, financial support for future teachers, and Guided Pathways support for diverse teacher candidates. To reduce high rates of attrition, this group will seek support for professional development resources which address salient personal and professional challenges that educators face in meeting the social-emotional needs of all students. These recommendations will be successful because they support the efforts of teachers and school leaders to build respectful and caring relationships with one another and school communities. The holistic vision of this proposal is to convene Fresno educators and community assets in designing and developing community school models. These efforts are designed to transform the culture of teaching to make Fresno one of the best places to teach in the United States.

THE PROBLEM

Fresno County has an insufficient supply of diverse, high-quality educators to serve students in pre-K – 16 and CTE students: Like many communities, Fresno County has a longstanding shortage of qualified teachers, especially

1 Understaffed and Underprepared: California Districts Report Ongoing Teacher Shortages. (2019). Retrieved 17 October 2019, from https://learningpolicyinstitute.org/files/CA_District_Teacher_Shortage_BRIEF.pdf#page=9
2 Fresno State News, "Mapping a Pathway to Increase Bilingual Teachers in the Valley", 2019, <http://www.fresnostatenews.com>
3 EdSource, "Fresno tackles its shortage of math and science teachers", 2017, <https://edsources.org/2017>
4 The Fresno Bee, "Fear and favoritism at Fresno Unified is 'devastating to morale', teachers say", 2019, <https://www.fresnobee.com>
5 NPR, "Frustration. Burnout. Attrition. It's Time To Address The National Teacher Shortage", 2016, <https://www.npr.org/>



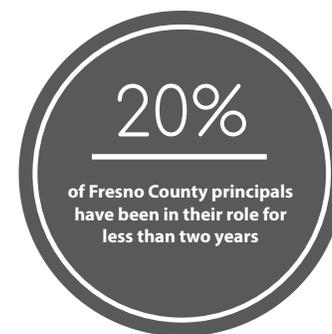
in subjects like special education, bilingual education, math, and science.⁶ Challenges begin early in the teacher pipeline, with few middle and high school students even considering teaching as a profession. Once along teacher pathways, many

students do not make it through the pipeline. In 2018, at one local community college, of the 1,049 students enrolled in Associate Degrees for Transfer programs who were studying education, only 113 received a credential. As a result, Fresno’s school districts rely on “emergency credentials” – permits issued to individuals who have not yet demonstrated subject-matter competence for the courses they are teaching and typically have not yet enrolled in a teacher training program – to fill gaps. In California, the number of emergency credentials increased 7X between 2012-13 and 2016-17, representing the fastest-growing category of substandard teaching authorizations.⁷ Compounding this supply challenge is a pipeline of teachers who do not reflect the diversity of the region; nearly three-quarters of students in the Fresno Unified School Districts are students of color, yet only 25% of educators are Hispanic and 0.02% are Black.⁸ Teacher candidates of color face disproportionate barriers into the profession, including fewer financial resources and negative perceptions of the teaching profession, driven in part by not seeing educators who look like them.

Once in the occupation, challenging work conditions and a lack of support lead to high educator attrition:

Neither administrators nor teachers receive enough support in Fresno’s school districts, leading to high turnover. More than half of principals in Fresno County schools have been in their role for less than five years, and 20% have been in the role for less than two years.⁹ Teacher attrition rates within Fresno Unified average 9% annually, with transience

rates (changing schools) as high as 20%.¹⁰ Attrition is driven by the extreme pressure educators face while supporting students disproportionately experiencing challenges including poverty, homelessness, trauma, and foster systems. More



than 88% of students within Fresno Unified are living in poverty, 22% are English language learners, and 10% receive special education.¹¹ Insufficient training means educators are not as well-positioned to manage Fresno’s unique classroom challenges, leading to burnout. Fresno Unified principals and co-administrators receive ~60 hours/year of professional learning, yet less than 10% of that time is devoted to developing social-emotional competencies to support effective leadership.¹²

A lack of financial support also impacts educator decisions to stay in the occupation; a first-year Fresno Unified teacher makes a starting salary of \$50,810, which is above the median income for the county.¹³ For teacher candidates from diverse backgrounds, salary considerations play a particularly important role, especially in relation to the student debt accumulated to achieve a teaching credential. The combination of burnout and opportunities for higher compensation elsewhere contribute to high turnover and a lack of continuity in leadership for both schools and teachers. This turnover is ultimately detrimental for students who benefit from stable teacher relationships and positive school environments.

OUR COMMUNITY’S SOLUTION

The Teacher Workforce initiative will include several focus areas which address both problems of supply and attrition:

- **Launch a targeted messaging and outreach campaign to change perceptions of the teaching profession (\$1M):** Launch a targeted messaging and outreach campaign for middle and high school students

6 Fresno State News, “Mapping a Pathway to Increase Bilingual Teachers in the Valley,” 2019, <http://www.fresnostatenews.com>
 7 Darling-Hammond, Linda et al, Learning Policy Institute, “Teacher Shortages in California: Status, Sources, and Potential Solutions”, 2018.
 8 California Department of Education, DataQuest, 2017-18, <https://dq.cde.ca.gov/dataquest>
 9 Fresno Unified School District Leadership Department, Human Resource Department, 2019-20

10 Department of Education, “Narrative 2014: Fresno Teacher Residency Program”, 2014, <https://www2.ed.gov/programs/tpartnership/2014/fresnonatr.pdf>
 11 Fresno Unified School District, Student Information, <https://www.fresnounified.org/Pages/about-us.aspx>
 12 Fresno Unified School District Leadership Department, 2019-20
 13 Fresno Unified School District, Salary Schedules, 2018, <https://www.fresnounified.org/dept/hr/SalarySchedules/Teachers.pdf>



in Fresno County to change perceptions of the teaching profession, with a focus on messaging for diverse racial and ethnic candidates for the teaching profession. The campaign will reach 75% of high school juniors and seniors.

- **Build expanded learning internships for high school students in education pathways (\$1.75M):** Teaching Fellows (TF) will annually offer 100 high school internships for after school, expanded learning programs. Students will receive 200 hours of paid work experience and personal and professional development. The internships will provide wraparound support for high school students and mentoring for enrolling in the Community College Guided Pathways to pursue teaching careers.
- **Increase engagement and recruitment efforts to reach out to diverse high school and college students. (\$600K):** Teaching Fellows will hire additional recruiters to engage targeted, diverse secondary and postsecondary students in opportunities to learn about teaching by working with students within their own communities. TF recruiters will collaborate directly with Community College and University Guided Pathways Navigators.
- **Support guided pathways into teaching with Guided Pathways Navigators (\$5M):** Hire Guided Pathways Navigators to help prospective teacher candidates navigate the AA to ADT to BA to graduate pathways that lead to careers in education as teachers. Navigators will work at 4-year higher education institutions and partner with local community college districts to guide students along the entire teacher pathway. At scale, the program will serve 450 students through 1:1 support and guidance designed to increase program completion and support with job placement in local K-12 schools.
- **Provide financial support to 675 teacher candidates by 2030 to grow the teacher pipeline (\$20.25M):** Provide \$30,000 scholarships to 50 teacher candidates annually to cover the cost of teacher training programs at local nonprofit institutions, with a goal of providing >50% of scholarships to teacher candidates of color. These scholarships will cover both the cost of a degree at nonprofit institutions (where there is the most regional capacity), as well as an additional stipend to support

living expenses. Nonprofit institutions are prioritized due to low capacity at Fresno State.

- **Launch a School Leader Institute for 1,150 principals and future leaders by 2030 to cultivate a diverse principal pipeline and leaders for community schools (\$192M):** Expand and strengthen the principal and leadership pipeline by piloting leadership programs designed to address the developmental stages of advancing from the role of teacher to school leader. The stages of development include aspiring leaders who are considering becoming principals, vice principals, new principals, and “impact leaders” who will be cultivated to run community schools. Aspiring leader, vice principal, and new principal programs will be designed for future and current principals with a focus on growing leadership skills to improve school environments for both students and teachers, ultimately reducing teacher attrition. These programs will target up to 65% of participants from underrepresented groups (e.g., educators of color). The Impact Principals’ program will target teams of 5 educators who are selected as future leaders of community schools. Key activities in each program will include seminars, internships, cycles of inquiry, professional learning and design thinking workshops, and a mentoring/coaching academy.
- **Hire teachers to develop credit-bearing professional development courses (\$60K):** Subsidize teachers to develop credit-bearing continuing education courses, to be offered through Fresno Pacific University, in topics including peacemaking, civic values, race bias and inclusion, response to trauma, and classroom climate.
- **Build the governance model to explore a pilot community school (\$400K):** Convene a team including leadership from Fresno Unified School District, Fresno Pacific University and the Center for Civic Engagement, the John D. Welty Center for Educational Policy and Leadership at CSU, Fresno, and Every Neighborhood Partnership to launch a vision for piloting a community school in Fresno, addressing that zip codes determine student success. The community school model with wraparound supports helps combat the reality that a child’s zip code determines success. Raising financial support for technical assistance, we will design a community school pilot in Fresno which will include design thinking workshops and consulting support.



POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create:

- **Increased production of postsecondary graduates in high-growth, high-wage disciplines:** Provide financial support to 500 teacher candidates by 2030, specifically focused on enhancing the diversity of the teacher pipeline and filling gaps such as dual language instructors and special educators; provide Guided Pathways navigation support to 450 teacher candidates by 2030, increasing the likelihood of program completion and job placement; reach 1,150 principals and future leaders over 10 years through training and improving leadership skills, leading to an increase in teacher retention; and developing leaders to grow community schools.
- **Reduce racial and ethnic economic disparities:** Improve education outcomes for low-income and racially and ethnically diverse students in K-12 by increasing the number of diverse teachers and administrators, providing pathways out of systemic poverty and into meaningful employment.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Engage with communities to understand the attitudes, perceptions, and barriers towards pursuing a career in education that will help inform each of the components of the initiative.
- Develop criteria for engaging with consulting firm who will help design the community schools. For example, preference for firms that have processes and systems for analyzing and embedding equity into the design.

INVESTMENT ASK

Seeking \$221M through 2030.

NEXT STEPS AND CONSIDERATIONS

The Teacher Workforce initiative will be enabled by a demonstrated history of collaboration between Fresno County's K-12 school districts and higher education institutions, including multiple smaller-scale teacher pipeline programs including teacher academies, Fresno teacher residencies, and internship programs. The work will also be enabled by the strong teacher credential programs at Fresno's public and private higher education institutions, which include multiple pathways to a credential such as including early completion internship options. Alternative pathways such as internships enable diverse teacher candidates to complete their coursework and other credential requirements as full-time teachers.

Key next steps in the short-term will include ongoing collaboration with Fresno Unified School District, Sanger, Central, and Clovis Unified School Districts, Fresno County community colleges, Fresno's private nonprofit institutes, and Fresno State to ensure alignment across the county's educators. To kick-start the work, this group will hire a marketing firm to develop messaging; hire additional counselors (Navigators) to provide Guided Pathways support; pilot the principal support program within Fresno Unified School District; and convene members of districts to develop a regional vision for school leaders. In addition, the group will recruit teachers for course development and launch a vision for developing community schools in the Fresno region, targeting high poverty neighborhoods. To do so, the group will hire a consulting firm to support the design process for developing community schools and visit exemplary models such as the Baltimore consortium.



UCSF School of Medicine Fresno Branch Campus

Expand the impact of a world-class medical school to Fresno and the San Joaquin Valley to improve health through training and research.

OVERVIEW & VISION

The San Joaquin Valley is the richest farming region in California, yet residents from Merced to Kern counties are among the least healthy in the state.¹ The region's community members suffer from exposure to polluted air, contaminated water, food insecurity, and lack of access to health care.² Environmental and socio-economic challenges are compounded by a well-documented shortage of health care providers, especially those who represent the patients they serve. Asthma, diabetes, heart disease and obesity are among the chronic health conditions plaguing Valley residents. Poor health begins prenatally: Valley counties have the highest rates of congenital syphilis and preterm birth rates, especially for African American babies, which are some of the highest in the country.³

Health challenges stem in part from a lack of practitioners: The San Joaquin Valley has a significantly lower supply of physicians, mental health practitioners and other health care professionals relative to other areas of the state and nation. Existing practitioners do not reflect the diversity of the Valley's residents. For example, among

the 962 physicians and surgeons in Fresno County in 2016, there were just 40 (4.2%) African-American and African, 5 (0.5%) Laotian/Hmong, and 123 (12.8%) Latino/Hispanic.⁴ The population at the time was over 500,000, with nearly half being Hispanic or Latino.⁵

Compounding a shortage of health care professionals is a lack of investment in Valley health through shortfalls in Medi-Cal reimbursement rates; ongoing, stable funding for residency training; sustainable funding for medical school training programs and health career pipeline programs, particularly for underserved students; equitable funding for clinical trials; and research for diseases disproportionately impacting patients.

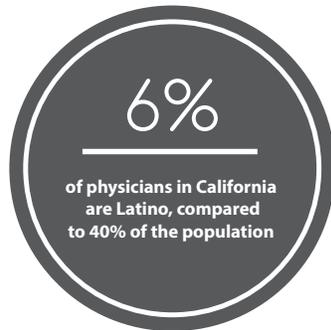
The UCSF School of Medicine Fresno branch campus extends the reach and impact of the top-ranked UCSF School of Medicine to Fresno and the Valley to improve health through physician training, patient care, research and community partnerships. Diversity, equity and inclusion are at the very heart of UCSF and its School of Medicine. Equitable and

1 County Health Rankings & Roadmaps, 2019, <https://www.countyhealthrankings.org/app/california/2019/rankings/fresno/county/outcomes/overall/snapshot>
2 Center for Health Program Management, Sierra Health Foundation, San Joaquin Valley Health Fund, "Investing in the Health of California's San Joaquin Valley", 2014, https://www.shfcenter.org/assets/Health%20Fund/SJVHF_Briefing_Paper_Nov_2014.pdf
3 Fresno County Pre-Term Birth Initiative, <http://www.ptbifresno.org/>

4 California Health and Human Services, Physicians and Surgeons by Race/Ethnicity and Practice Location, 2016, <https://data.chhs.ca.gov/dataset/physicians-and-surgeons-by-race-ethnicity-and-practice-location/resource/954d9bcd-1d2e-414f-b64b-4b3b97f987fd>
5 U.S. Census Bureau, City of Fresno Population, 2016, https://www.google.com/publicdata/explore?ds=kf7tgg1uo9ude_&met_v=population&idim=subcounty:0627000:0603526:0664000&hl=en&dl=en



inclusive environments are essential to effective learning, high-quality patient care and cutting-edge research. To that end, our proposal will create a much-needed pathway in the Valley from high schools, to community colleges, to four-year universities, to medical school, and through residency. This pathway is required to help prepare, recruit, train, and retain future health care professionals from underrepresented racially and ethnically diverse backgrounds within the region. To realize our aspiration of being an anchor institution in the Valley, this initiative will expand the branch campus. Specifically, the UCSF San Joaquin



counterparts in other areas of the state, driven by lower socioeconomic status, lower education levels, lack of access to preventive health care, and environmental factors like poor air quality and contaminated drinking water. The region ranks near the bottom on health outcomes in each county: for example, Fresno County ranks 52nd in the state for

health outcomes among 58 counties.⁷ Fresno's chronic disease burden is greater than the rest of the state: Fresno's hospitalization rate for diabetes is 3X higher than the statewide rate, though outcomes vary by demographic group.⁸ Neighborhoods with higher concentrations of people of color

and poverty have significantly higher rates of diabetes hospitalizations compared to neighborhoods with higher concentrations of white residents and lower poverty.⁹ The same trend holds for mental health hospitalizations.¹⁰

The San Joaquin Valley has an insufficient supply of physicians and an insufficient composition and pipeline of diverse physicians to meet the region's health needs:

The Central Valley has a significantly lower supply of physicians, mental health practitioners and other healthcare providers relative to other areas of the state and nation. The San Joaquin Valley has some of the lowest rates of physicians and psychiatrists in the state of California: In 2015, there were 45 physicians per 100,000 residents, compared to a rate of 57 statewide and 75 in the Bay Area.¹¹ The shortage is so severe that the region has been designated by the federal government as a "Health Professional Shortage Area," and the region is believed to be the most impacted statewide.¹² In addition to a physician shortage, the diversity of existing physicians does not reflect the demographics of the patients in the region: Only 6% of physicians in

Valley Program in Medical Education (SJV PRIME) to admit 50 students per class (up from 12 per class in 2020) to reach a total enrollment of 200 medical students, and graduate 50 per year. We will also scale pipeline programs for high school and college students, creating a racially equitable pathway, including scholarships, to prepare, train, and retain physicians who reflect the demographics of the region, especially those who would otherwise be prevented from entering medical school due to the high cost of medical education. A new report from the Healthforce Center at UCSF found that Black, Latino and Native American students incur greater levels of medical education debt.⁶ Finally, the branch campus will expand our existing research center, which is focused on health issues that matter to the Valley and on creating more equitable access to treatments like clinical trials, ensuring traditionally underserved health needs are addressed.

THE PROBLEM

The San Joaquin Valley is one of the poorest and least healthy regions in California, with residents of color and low-income residents experiencing the worst health outcomes: Residents of the San Joaquin Valley experience more chronic health conditions than their

6 Toretzky, C., S. Mutha, and J. Coffman, "Reducing Educational Debt Among Underrepresented Physicians and Dentists," Healthforce Center at UC San Francisco, 2019. <https://healthforce.ucsf.edu/publications/reducing-educational-debt-among-underrepresented-physicians-and-dentists>

7 University of California, "Improving Healthcare Access in the San Joaquin Valley", 2018, <https://www.ucop.edu/uc-health/files/uc-sjv-final-report-april-2018.pdf>
 8 Central Valley Health Policy Institute, "Valley Health Snapshot: Fresno", 2014, <http://www.csufresno.edu/chhs/cvhipi/documents/Valley%20Health%20Snapshot%20Winter%202014.pdf>
 9 Central Valley Health Policy Institute, "Valley Health Snapshot: Fresno", 2014, <http://www.csufresno.edu>
 10 Central Valley Health Policy Institute, "Valley Health Snapshot: Fresno", 2014, <http://www.csufresno.edu>
 11 Healthforce Center at UCSF, "California's Health Workforce Challenges: Focus on Primary Care and Behavioral Health", 2019, <https://childwellbeing.senate.ca.gov>
 12 Health Resources and Services Administration, MUA Find, 2018, <https://data.hrsa.gov/tools/shortage-area/mua-find>



California are Latino, compared with 40% of residents.¹³ At the current rate of change in physician demographics, it will take 500 years to reach a point where the number of Latino physicians is proportional to the number of Latino patients.¹⁴ Diversity in the physician workforce is important for health outcomes for patients of color, as racial/ethnic concordance has been shown to improve outcomes for patients by increasing physician-patient trust and improving behaviors like medication adherence.¹⁵

There is a shortage of investment in health issues most salient to San Joaquin Valley patients: There is an insufficient level of investment in health issues disproportionately impacting San Joaquin Valley patients, especially patients of color. Many residents in the San Joaquin Valley do not have access to basic health care and preventative treatments, and the region is underinvested in research that would benefit its vulnerable populations. A search by location of the National Institute of Health's U.S. National Library of Medicine shows that there are 1,319 research studies taking place in Fresno. In comparison, there are 10,942 studies in Los Angeles; 6,493 in San Francisco and 3,716 in Sacramento. Clinical trials offer access to promising treatments not available to the general public, and access to high-quality care. Broad and diverse participation in clinical trials provides a better body of knowledge about the efficacy of investigational treatments for all populations.

OUR COMMUNITY'S SOLUTION

The UCSF School of Medicine Fresno branch campus will include the following focus areas with the branch campus at the center:

- **Expand the branch campus to admit 50 students per class per year for a total enrollment of 200 medical students in the SJV PRIME, and graduate 50 medical students per year in Fresno (\$525M)¹⁶:** This initiative will expand the branch campus to a total enrollment of 200 students and graduate 50 per year at scale. At least 1/3 of these students will come from Valley communities, will be committed to practicing in the region, and will understand the cultures of the patients they care for.

Training will be focused on community health, systems of care, and advocacy. Recognizing that it takes at least 11 years after high school to produce a practicing physician, the branch campus will have a focus on retaining graduates in Valley residency programs and eventual practice in the region.

- **Provide academic preparation and enrichment programs to 500 K-16 students per year to grow the pipeline of physicians and other health care professionals (\$25M):** Scale academic preparation and enrichment programs designed to grow the pipeline of physicians from underrepresented backgrounds, with a focus on preparing students to become competitive applicants to health professional schools and on retaining those committed to returning to the Valley to provide culturally and linguistically competent care. To create equity, \$5 million of the \$25 million will be set aside specifically to offer scholarships to SJV PRIME students from underrepresented and disadvantaged backgrounds who commit to practicing in the Valley.
- **Oversee 150 clinical trials and 500 research studies in the Valley by 2030 (\$15M):** Expand scope and access to best-in-class research on health issues disproportionately impacting Valley residents by leveraging existing resources (e.g., UCSF Fresno's Clinical Research Center and UCSF's Center for Vulnerable Populations). Research will focus on vulnerable populations, bringing new clinical trials to the region, and developing new systems of care including telehealth, medical neighborhoods, and utilization of health informatics including data-mining and analysis of medical records for improved health outcomes.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create:

- **Job growth:** Graduate 300 medical students in Fresno by 2030, 30% of whom will be physicians of color and/or from educationally and socio-economically disadvantaged backgrounds, and approximately 150 of whom are expected to practice in the Central Valley; train 200 medical students per year at full capacity; serve 500 K-16 area students from underrepresented backgrounds per year through academic enrichment, support and hands-on clinical experiences to motivate and prepare them for careers in health and medicine

¹³ Caiola, Sammy, Sacramento Bee, "Where are California's Latino doctors? New programs try to grow the next generation," 2017, <https://www.sacbee.com>

¹⁴ Diaz, Sonja et al, California Health Report, 2019, "California Must Address a Statewide Latino Physician Shortage", <https://www.calhealthreport.org/>

¹⁵ Schoenthaler, Antoinette et al, National Institutes of Health, 2014, "Patient-Physician Racial / Ethnic Concordance and Blood Pressure Control: The Role of Trust and Medication Adherence."

¹⁶ Assumes raising a \$500M endowment. This is one way to achieve the goal of covering operating costs of \$25M per year.



- **Increased R&D and Innovation:** \$50 million of new R&D investment in medicines and health technologies over 10 years. Research at medical schools and teaching hospitals is vital to improving health and contributing to more a more robust local and regional economy. For example, the return on investment for National Institutes of Health-funded research is significant: For every \$1 increase in public clinical research results in an additional \$2.35 of industry related R&D over three years.¹⁷

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Ensuring there is intentionality in how various populations see themselves in the programs (Hispanic, Black, Asian).
- Identify how this initiative can leverage the diversity, equity and inclusion resources available from UCSF's main campus to extend training and technical assistance to this initiative.
- Develop monitoring and evaluation plan for outreach that tracks and measures the impact and effectiveness of the outreach.
- Explore ways to expand pipeline to reach more students who would benefit from the initiative. For example, identifying opportunities at community college level to get people exposure through clinical research and other programs.

INVESTMENT ASK

Total of \$565M through 2030, with \$25M needed per year to cover annual operating costs of the branch campus alone (a \$500M endowment is one way to secure necessary annual funding for the branch campus) and \$25M is needed in one-time funding to construct a new medical education and research building to accommodate 200 students. An

additional \$25 million and \$15 million are needed for the pipeline and research components respectively.

NEXT STEPS AND CONSIDERATIONS

The branch campus has already launched pilot programs which demonstrate the viability of the initiatives proposed above. The UCSF School of Medicine branch campus has 6 medical students enrolled in the SJV PRIME this term and 12 medical students enrolling in 2020. Limited scholarships are already available for candidates who would not typically be able to access and fund a medical education. There are also three successful Doctors Academy programs in Fresno County high schools, currently demonstrating a 100% college acceptance rate for graduates. However, sustainability of the programs is dependent upon school district and grant funding. In addition to existing programs, the branch campus partnerships are a key enabler for work going forward. Collaboration with local institutions such as UC Merced provides additional research opportunities and knowledge sharing for both institutions. The UCSF School of Medicine and the branch campus provide the basis for the pipeline and research components.

UCSF Fresno recognizes the racial and gender phenomena of deselection and imposter syndrome. It understands the importance of building in structures of support at all levels of medical education to address these issues. Surveys, focus groups, support and outreach will be used to determine reasons for non-participation or completion and to encourage students who would otherwise consider themselves unable to pursue medical education and practice.

A critical next step for this work will be to raise funding for an endowment sufficient to sustain operations at scale. Additional next steps include:

- Hire additional faculty and staff to support expanded medical student enrollment
- Begin process for constructing new medical education and research building
- Expand partnerships with K-16 institutions such as Fresno State, State Center Community College District, and others on health professions, pipeline and research

In the short-term, we are also working to finalize placement of medical students in community-based clinics and develop a summer research program for current students.

¹⁷ American Association of Medical Colleges, "The Value of NIH Funded Research at Medical Schools and Teaching Hospitals" 2019, <https://aamc-black.global.ssl.fastly.net/>



FRESNO ATTRACTS TALENT

A campaign to counteract “brain drain”, to grow the skilled workforce, and improve Fresno’s human capital value proposition.

OVERVIEW & VISION

Despite its assets – including affordability, proximity to natural beauty, climate, and cultural offerings – Fresno has had difficulty acquiring a diverse, highly skilled talent pool to satisfy the needs of existing and prospective employers. Many Fresno natives, educated in Fresno’s postsecondary institutions, choose not to stay in the region. Only 37% of Bachelor’s degree recipients and 46% of Associate’s degree recipients stay in Fresno after graduation, and of the ~50 largest metro areas in the United States, Fresno has some of the lowest shares of college graduates.¹ This lack of skilled human capital led to more than 12,500 Bachelor’s degree-level occupations going unfilled in Fresno in 2017.² At the same time, outside perceptions of Fresno are negative, with Fresno not viewed as a viable option to start or progress careers.³ These retention and attraction challenges make it

difficult for employers to find sufficient mid- and high-skilled labor to fill job openings and grow businesses, and also discourage new employers from choosing Fresno as a place to relocate or expand. Attracting highly educated human capital matters: cities with the highest share of college- and graduate degree-educated residents are the country’s technology and knowledge leaders.⁴ The Fresno Attracts Talent initiative is pursuing a series of efforts to counteract “brain drain” by attracting qualified talent, including a multi-year survey and marketing campaign, a Fresno “field trip” for prospective new and returning residents, and targeted marketing of paid internship opportunities. By better identifying reasons why professionals choose not to live in Fresno, this initiative aspires to tackle specific barriers to enhance Fresno’s image and human capital proposition and increase the number of college-educated residents.

1 Florida, Richard, City Lab, “Where Do College Grads Live? The Top and Bottom U.S. Cities”, 2019 and EMSI Labor Market Analytics, 2010-19.

2 EMSI Labor Market Analytics, 2017.

3 Anteola, Bryant-Jon, The Fresno Bee, “Meme about Fresno so accurate it hurts? Or is it just super disrespectful?”, 2018, <https://www.fresnobee.com/news/local/article202773869.html>

4 Florida, Richard, City Lab, “Where Do College Grads Live? The Top and Bottom U.S. Cities”, 2019.



THE PROBLEM

Fresno does not have a sufficient number of high-skilled professionals in its labor force, driven in part by “brain drain” of educated residents:

Of the ~50 largest metro areas in the United States, Fresno has some

of the lowest shares of college graduates.⁵ Fresno does not have the high-skilled workforce needed to drive economic growth, and this skills gap is driven in part by out-migration of college-educated Frenans. Only 37% of Bachelor’s degree recipients and 46% of Associate’s degree recipients stay in Fresno after graduation.⁶ Although Fresno’s population is growing, it is largely the result of rising birth rates rather than new residents moving into the region.⁷ Net domestic migration out of Fresno was ~21,000 residents between 2010-18 (though the demographic composition and educational attainment of this group is unknown).⁸ As a result, employers in Fresno are experiencing challenges with filling open positions. In 2017, there were more than 12,500 Bachelor’s degree-level occupations that went unfilled in Fresno.⁹ A lack of skilled labor also prevents new employers from wanting to locate in Fresno, creating a cycle where there are both an insufficient number of skilled workers and quality jobs to stimulate the economy.

A lack of relevant data on in- and out-migration prevents nonprofit, government, and business leaders from understanding how to make Fresno a more attractive destination: Although many Fresno residents believe there are negative perceptions of the city, there is little-to-no publicly available data on why people leave Fresno or choose not to return or relocate in Fresno. This prevents

employers, policymakers, and other key stakeholders from taking specific actions to retain human capital in or attract human capital to the region. The profile and skillset of individuals migrating into Fresno is unclear, as are their motives for relocating in the area.¹⁰

OUR COMMUNITY’S SOLUTION

The Fresno Attracts Talent initiative will include:

- **Identifying attitudes and barriers (\$0.5M):** Launch a survey designed to identify reasons why college graduates left the region and are choosing not to return, and determining why professionals from elsewhere in the state choose not to relocate to Fresno. Survey results will inform the strategies and target populations pursued in the marketing campaign. Prior to marketing launch, focus groups will be held in major metro areas to test key messages, followed by a summit for Fresno’s business leaders, residents, schools, and nonprofits to launch the campaign and introduce new messaging to mobilize action and inspire excitement in the community.
- **Launching a marketing campaign (\$5.8M):** Utilizing insights from the surveys, this initiative will launch a multi-year marketing campaign targeting key segments of educated professionals who may be influenced to move to Fresno, including former residents who moved away as well as prospective residents with no formal ties to the area. Potential channels include social media, a website, banners, billboards, and streaming.
- **Hosting a Fresno field trip (\$2.2M):** Launch a 3-day, expenses paid “field trip” for 600 prospective residents over ten years, organized around standard school vacation timelines to encourage participation from students as well as professionals with school-aged children. Plan cultural and professional programming to create relationships and encourage students and professionals to return or relocate to Fresno by showing its key assets first-hand.
- **Launch targeted marketing for paid internships in**

⁵ Florida, Richard, City Lab, “Where Do College Grads Live? The Top and Bottom U.S. Cities”, 2019.

⁶ EMSI Labor Market Analytics, 2010-19.

⁷ Sheehan, Tim, Fresno Bee, “Fresno, Valley are still growing, but how many people are moving away?”, 2019, <https://www.fresnobee.com/news/local/article229344474.html>

⁸ Sheehan, Tim, Fresno Bee, “Fresno, Valley are still growing, but how many people are moving away?”, 2019, <https://www.fresnobee.com/news/local/article229344474.html>

⁹ EMSI Labor Market Analytics, 2017.

¹⁰ US Census Bureau, County-to-County Migration Flows: 2012-2016 ACS, 2018.



Fresno (\$1.4M): Identify and market competitively paid internships to junior and senior college students and graduate students in California focused in Fresno. Facilitate a cohort-model for internships while students are residing in Fresno to foster a sense of community and connect like-minded individuals with a goal of creating lasting ties to the area and potential full-time employment opportunities.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create: 500,000 potential residents reached through marketing and other activities.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical

to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Develop culturally competent outreach and messaging to attract more diverse talent.
- Have mechanisms in place to evaluate the reach of the messaging and programs to adapt strategy as needed to ensure equitable distribution.

INVESTMENT ASK

Seeking \$10M through 2030.

NEXT STEPS AND CONSIDERATIONS

The rest of the DRIVE portfolio will enable this initiative; although marketing can help change perceptions of Fresno, the paradigm shifts that will occur in this community as a result of the DRIVE Initiative will be the greatest attractor and retainer of talent. The campaign will evolve over time to reflect and share these new realities as Fresno's neighborhoods and economy grow over the next 10 years. Immediate next steps for this initiative include hiring a market research firm to complete the survey, form focus groups, and plan the field trip, as well as a marketing firm to create the marketing campaign for Fresno. In tandem with the launch of the marketing campaign, it will be critical to share messaging not only outside of but also within Fresno, to change the narrative residents have and share about their city.



NEIGHBORHOOD DEVELOPMENT





Wealth Creation in Communities of Color

A suite of innovative, wealth creating tools and programs to support communities of color in Fresno. From ensuring children have opportunities to build wealth starting from birth, to personalized financial services to support solvency and stability, to longterm residential and commercial property ownership, we aim to materially close the wealth gap for low income communities and people of color.

OVERVIEW & VISION

Creating long-term, sustained family and community wealth is a journey. For families, that journey starts with being financially solvent, ideally moving through the spectrum of financial stability into a place of abundance.

When families build stability, they can save and pay down high-interest debt. Once debt is under control, investments in assets like a home can provide security and enable initial wealth building to begin. Ultimately, families can move into abundance, where they can earn passive income and experience optionality and financial freedom.

Similarly, for low income communities and people of color, wealth creation begins with neighborhoods that have basic infrastructure and protections. A stable neighborhood or social network enables collective wealth building if there are viable vehicles that offer access to the capital ecosystem without predatory debt or discriminatory exclusion. This business plan proposes a range of innovative strategies that span the full spectrum, from individual financial interventions to help individual families access the banking system, to collective vehicles that model democratic ownership and decision making. Unfortunately, our local and federal history of discriminatory policies has actively excluded many families and

neighborhoods from wealth building opportunities. Today, too many residents, particularly low-income residents of color, are struggling to move past the first rungs of the wealth building ladder. For starters, 27% of households of color in Fresno have a zero or negative net worth, including 37% of Black households and 28% of Latino households.¹ Moreover, approximately 63% of households of color in Fresno are liquid asset poor, lacking liquid savings to cover basic expenses for three months if they experienced a sudden job loss, a medical emergency, or another financial crisis leading to a loss of stable income.² While home ownership rates for White residents are approximately 67%, only 53% of Asian residents, 42% of Latino residents, and 27% of Black residents own their homes.³

THE PROBLEM

Poverty begets poverty. Economic injustice persists despite the longest period of economic prosperity in our history. Systemic racism, disconnection, and a focus on deficits lead to financial insolvency. These conditions prevent an ever-growing number of families from building financial resilience.

1 Prosperity Now Scorecard (2019). Retrieved from <https://scorecard.prosperitynow.org/data-by-location#city/627000>
2 Prosperity Now Scorecard (2019). Retrieved from <https://scorecard.prosperitynow.org/data-by-location#msa/23420>
3 Prosperity Now Scorecard (2019). Retrieved from <https://scorecard.prosperitynow.org/data-by-location#city/627000>



The major exacerbation of this disparity is the number of asset poor households in Fresno. A household is asset poor when it lacks resources sufficient to provide for its family members' basic needs for a period of three months. The overall Fresno Household Asset Poverty Rate, by race, is: Black, 41.3%; households of color overall, 38.4% ; Latino, 35.1%; Asian, 32%; and White, 18.6%.⁴

This hand-to-mouth status keeps many families in debt and prevents a larger percentage of the population from moving from solvency to stability.

The gap between the rich and the poor continues to widen: Neighborhoods and communities of color have been sidelined, isolated, and locked into cycles of poverty that benefit institutions and outside agencies and reinforce historical power structures. This disparity is glaringly noted from 2010–2016 when Fresno's poverty rate increased 12.8%.⁵ The metro area has a 42.2% concentrated poverty rate, the highest in the country.⁶

In 2016, the median national wealth for White families was \$171,000.⁷ For Black families, median wealth amounted to \$17,600, or roughly 10% of that for White families. For Latinx families, median wealth was \$20,700, or about 12% of that for White families.⁸

Layered atop income inequality, wealth inequality between households of color and White households further perpetuates racial differences in life outcomes.

Racism encourages people to perpetuate a system and advance policies of privilege and economic rewards that open the door of opportunity wider for some than for others: A major example of this disparity is the

systemic policies related to housing. Often, these policies are correlated with concentrated poverty, historic racial and ethnic segregation, inconsistent residential and industrial zoning, and inequitable public investment.

Today, in Fresno, like many US cities, much of the overt housing segregation of the 20th century is evident. The gap in homeownership rates between its White population (67%) vs. its Black (27%), Latino (43%), and Southeast Asian (53%) populations is widening.⁹ While many state and federal programs exist to provide down payment and mortgage support to these populations, access to and knowledge of these programs, along with credit, language and culture barriers, are major roadblocks to homeownership for these populations.¹⁰

According to a 2019 report by California Housing Partnership, over 75% of income for low and extremely low income residents goes toward housing.¹¹ The housing cost burden for non-owners is also a major barrier to homeownership and wealth accumulation.

Beyond the existing homeownership gap, disparities in socioeconomic measures exist in higher degrees for people of color. While all races experience high poverty rates, lower incomes, and racial inequality, the unemployment rates for people of color have hovered above the national unemployment rate by several percentage points since the Bureau of Labor Statistics began tracking them over 40 years ago. In Fresno, the unemployment rate for Blacks is 22.3% compared to 8.9% for Whites.¹² In July 2019, national rates were 3.3% for Whites, 6.0% for Blacks, 4.5% for Hispanics, and 2.8% for Asians.¹³

4 Stebbins, S. (2018). Retrieved from <https://www.usatoday.com/story/money/economy/2018/04/23/cities-hit-hardest-extreme-poverty/528514002/>

5 Stebbins, S. (2018). Retrieved from <https://www.usatoday.com/story/money/economy/2018/04/23/cities-hit-hardest-extreme-poverty/528514002/>

6 Stebbins, S. (2018). Retrieved from <https://www.usatoday.com/story/money/economy/2018/04/23/cities-hit-hardest-extreme-poverty/528514002/>

7 Hanks, A., Solomon, D., & Weller, C. (2018). "Systematic Inequality." Center for American Progress. Retrieved from <https://www.americanprogress.org/issues/race/reports/2018/02/21/447051/systematic-inequality/>

8 "The Racial Wealth Gap: What California Can Do about a Long-Standing Obstacle to Shared Prosperity" (2018). Retrieved from https://calbudgetcenter.org/wp-content/uploads/2018/12/Report_The-Racial-Wealth-Gap-12.2018.pdf

9 Prosperity Now Scorecard (2019). Retrieved from <https://scorecard.prosperitynow.org/data-by-location#city/627000>

10 US Census Bureau (2018). Homeownership Rate (5-year estimate) for Fresno County, CA. Retrieved from <https://fred.stlouisfed.org/series/HOWNRATEACS006019>

11 California Housing Partnership (2019). "Fresno County's Housing Emergency Update." Retrieved from <https://assets.documentcloud.org/documents/6129444/Housing-emergency-report.pdf>

12 Stebbins, S., & Comen, E. (2018). "The Worst Cities For Black Americans." Retrieved from <https://247wallst.com/special-report/2018/11/09/the-worst-cities-for-black-americans-4/3/>

13 Bureau of Labor Statistics. (2019). "Employment Situation Summary." Retrieved from <https://www.bls.gov/news.release/emp/sit.nr0.htm>



OUR COMMUNITY'S SOLUTION

The Wealth Creation in Communities of Color initiative includes:

- **'Baby bonds' for all of Fresno's children born into extreme poverty (\$43M):** Establish a savings account for every child in Fresno County with an initial deposit ranging from \$500 to \$20,000 for babies born into the poorest families. Additional deposits based on familial income will be made into the account until the child reaches the age of 18. Eighty percent of the funds will then be available to the individual to assist with postsecondary education and training, entrepreneurship, or homeownership. Children will be required to complete financial literacy training in high school, prior to accessing the funds.
- **Individual development accounts (IDAs) to support long-term savings for Fresno adults (\$23M):** Launch IDAs as a vehicle for promoting asset-building and low income homeownership. Through an IDA strategy, we will offer matching funds as an incentive to low-income recipients who create a long-term savings account that will be used to pay for higher education, start a small business, or buy a home.
- **A suite of personal finance products that support emergency funding and access to low-cost credit for low-income residents (\$25M):** Provide low- or no-interest, short-term loans to working families without access to credit or capital to cover emergency and unexpected expenses. This emergency fund will also promote holistic approaches to financial stability to include education tools, resources, and incentives.
- **A best-in-class home ownership counseling network to help low- and middle-income residents access home ownership (\$15M):** Build out a robust, 15-person, HUD-certified home counselor network (housed in a local non-profit anchor institution in South Fresno) focused on three target populations: Black, Latino, and Southeast Asian communities. Counselors will be recruited from these three Fresno communities and will be trained and certified to meet HUD standards across the entire homeownership journey. Once certified, this network will redeploy within its target populations/neighborhoods, leveraging their local knowledge,

social networks, and relationships to anchor institutions (e.g. community centers, churches, etc.) to reach these residents.

- **Neighborhood Loan Funds (\$6M):** Develop a Neighborhood Loan Fund for business ventures, social enterprises, and properties that puts capital into the hands of community. This model builds the capacity of community-led organizations to provide tangible outcomes for constituents while using a peer-lending strategy to mitigate risk experienced by traditional lenders, resulting in the expansion of capital deployed to these underserved populations.
- **Develop a Community Investment Trust (CIT) to support commercial property ownership among communities of color (\$4M):** Pilot a Community Investment Trust fund that will afford an opportunity for resident investors to acquire, develop, rehabilitate, or restructure a home or commercial property's ownership in their neighborhood. The investment will guarantee the core capacity funding to remove barriers to financial inclusion through individual homeownership and commercial property ownership for families concentrated in low-asset, high-poverty areas.
- **Co-operatively owned businesses in select neighborhoods (\$3M):** To mobilize the economic power of residents, we envision establishing a \$3 million grant fund to launch 3-5 resident-controlled cooperative models of business ownership. Existing businesses and worker groups will be guided through a cohort designed to convert their existing business structure into a cooperatively owned enterprise.

POTENTIAL IMPACT

By 2030, we believe that, fully implemented, these strategies could lead to meaningful impacts in our community, including:

- **Capital investment:** More than \$116.2M of capital directly supporting communities of color.
- **Reduction of racial and ethnic economic disparities:** Provide long-term savings bonds for more than 20,000 children born into extreme poverty, support emergency and long-term savings for 30,000 adults, provide low- or no-interest short-term loans for nearly 20,000



low-income people of color households, enable nearly 7,200 residents to be part of commercial real estate ownership, and counsel more than 2,500 families in homeownership support.

- **Policy Considerations:** For the components of this business plan to be successful, local policy needs to be compatible with its desired goals and outcomes. We recommend that initiative and component sponsors address this proactively as part of their planning and implementation process. This can be done by directly engaging the appropriate decision makers to address issues like gentrification and displacement, zoning, etc., or by partnering with an advocacy organization with a track record in doing this type of work.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Engage with more stakeholders at the community level to participate in the design, implementation, and evaluation of the initiative.
- Conduct a situation and barriers analysis to determine the systemic and personal issues that impede wealth creation, and to contextualize the issues to neighborhoods in Fresno.
- Identify channels for meaningful resident input into the initiative.

INVESTMENT ASK

Seeking \$116.2M through 2030.

NEXT STEPS AND CONSIDERATIONS

Over the next several months, we will continue to engage residents to develop a further understanding of the many factors that impede wealth creation and what solutions would be most appealing. We will also be seeking external expertise and input from organizations around the country who have successfully implemented these strategies (e.g., baby bonds, IDAs, CIT). Our hope is to learn best practices from existing efforts and proactively customize solutions to fit our region's unique context.

In launching these groundbreaking efforts, one major risk is that the pilot programs will fail to materially close the racial wealth gap in our community. Many of these ideas are emerging and have only been tried in certain contexts. That said, we believe that to solve a problem that has plagued our community and communities across the country for generations, bold solutions must be explored. We will collaborate with best-in-class organizations who are actively working to deploy these solutions across the country to mitigate risks and regularly seek real-time feedback from residents to ensure that efforts continue being worthwhile and impactful.



DOWNTOWN 2.0

Innovative, tangible, community-centered solutions that support our downtown economy, transportation, and cultural assets. New investment vehicles can catalyze further place-based investments, and physical transit assets will improve the accessibility and attractiveness of our Downtown.

OVERVIEW & VISION

A strong downtown is often a critical success factor for an economically healthy city and region. By their very nature, downtowns bring together people, capital, and ideas, and serve as epicenters of commerce, capital investment, diversity, public discourse, knowledge sharing, and innovation, all while providing access to community

spaces and public institutions.¹ While Downtown Fresno has made significant strides in recent years, it continues to lack the dynamism, activity, key infrastructure, and investments needed to be a robust economic and social anchor for our region. According to many successful downtowns and the International Downtown Association, a thriving downtown is a critical but seldom spontaneously organized resource: “most of them have to be nurtured and worked on from both the public and private side.”²

“Without a doubt, a successful downtown is critical. The city’s involvement is even more so. Downtowns don’t happen – most of them have to be nurtured and worked on from both the public and the private side.”

International Downtown Association

THE PROBLEM

Downtown Fresno lacks key infrastructure and investments needed to establish itself as a balanced economic urban ecosystem for Fresno and the San Joaquin Valley. Significant investment is required to spur new development (including residential, retail, office, and hotels), encourage small businesses to open and locate downtown, and develop the cultural attractions and usable public spaces needed to create the robust economic and social anchor for our region.

¹ International Downtown Association (2017). “The Value of U.S. Downtowns and Center Cities” Retrieved from http://www.downtownsac.org/wp-content/uploads/2018/02/VODT17_Sacramento_final.pdf.

² Ibid



Infrequently used at highest and best use: High commercial vacancy rates, significantly underutilized land, and a lack of cultural “pulse” and foot traffic after-hours (other than during special events).

Insufficient Housing Opportunities: Insufficient housing to serve the needs of a growing region and of a growing downtown job market, catering to residents who seek urban living, and an artificially low 24-hour population to support commerce and cultural life.

Uncertainty Surrounding High-Speed Rail: The State high-speed rail station is anticipated to open before 2030, representing a historic opportunity to either lift up the region, or reinforce negative images of Fresno if current realities remain embedded.

OUR COMMUNITY’S SOLUTION

We seek to address many of these challenges through efforts outlined below:

- **Deliver a high-speed rail station, supportive transportation connections, and robust transit-oriented development to increase transit access and use in downtown (\$357M):** The City of Fresno and the California High-Speed Rail Authority have worked together to create a master plan for the Downtown Fresno area, which includes a proposed high-speed rail station. The master plan, which aims to develop a 200-acre area, has already been approved by the City of Fresno in the 2035 General Plan, Master Environmental Impact Report, Downtown Development Code, Downtown Neighborhoods Community Plan, and Fulton Corridor Specific Plan.

We seek to have the State of California deliver on the promised high-speed rail station. The Fresno high-speed rail station will be a transit facility of regional and statewide significance, and in light of Fresno’s weather, must consist of more than simply a platform and canopy. It must face both east and west, connecting two “sides” of downtown across the historic tracks, and it must present a proud welcome to travelers that integrates complementary uses.

In addition to the station itself, we aim to invest in an Intermodal Transportation Center to connect high-speed rail passengers with Fresno Area Express buses, Bus Rapid Transit, tour buses, Fresno County Rural Transit, Yosemite Area Regional Transportation Systems, circulator/shuttle services, Amtrak, college campus shuttles, and Fresno Yosemite International Airport. This transit center will serve as the connective tissue that more easily links downtown and the station to the rest of the region, and is integral to the basic functionality of a station intended to serve the entire region, including economically disadvantaged riders. This is especially true in light of a station construction budget that includes limited facilities for vehicle parking.

To leverage the value of this major transit facility, the station must be connected to transit-oriented housing for Fresno residents that is of similar density and quality to that found in urban centers around the state. The master plan identifies approximately eight acres of land to the north of the station owned by the City of Fresno that could be developed at a density of 200 units/acre. The mismatch between construction costs and affordable rent leaves a financing gap that will, for 1,600 housing units, require an estimated \$65-120 million to fill.

Finally there are several infrastructure interventions in the area that will support both the station and compatible surrounding uses. These include a linear park to the north of the proposed housing; a park leading west from the station toward F Street; the reintroduction of a total of 3.5 city blocks as traditional, pedestrian-oriented streets that reconnect the downtown grid; and structured parking on current surface parking lots.

- **Market Reset Fund to spur business investment in perceived high-risk areas (\$10M):** The downtown economy has seen significant progress in recent years. There is a myriad of business owners, especially non-White owners of small businesses, who are committed to the downtown economy and have continued to drive its progress. Downtown Fresno is becoming a more desirable place to live, with high residential occupancy rates and a growing mass of diverse consumers from around the region who visit



for special events and after-hours entertainment.

Nonetheless, due to decades of sprawl and outward development, Downtown Fresno continues to be seen as a higher-risk location for businesses. Limited housing options and underinvestment in nearby neighborhoods create real challenges for potential and current business owners who may struggle to attract a large, growing customer base. Current and prospective business owners have difficulties obtaining financing from traditional lenders to start, scale, and adapt their businesses to an evolving market. Without this financing, business owners will continue to struggle.

To mitigate these challenges, we will create the Market Reset Fund – a revolving loan fund that will provide low-interest financing for new businesses looking to enter downtown; existing businesses looking to adapt, improve, and expand their operations; and property owners trying to make their building lease-ready. Business loan purposes will range from assistance with operating expenses, to equipment and infrastructure improvements, while property improvement loans will allow for infrastructure improvements (new roof, electrical, HVAC, etc.), buildout for potential tenants (plumbing for restrooms, hood system for restaurants, etc.), and façade improvements. For purposes of this fund, borrowers may be for-profit or nonprofit owners and tenants.

- **Create the “Alive Through the Arts” Fund to support art projects being completed downtown, increase art participation and access for all residents, and maximize the economic benefits of the arts (\$29M):** Visually appealing and culturally attractive locations and spaces are critical to a vibrant downtown. While Downtown Fresno has a number of existing, quality cultural institutions, many lack the financing needed to renovate and expand their operations. Similar to the Market Reset Fund, we aim to launch the “Alive Through the Arts” Fund to provide low-interest revolving debt funding to cultural institutions in and around Downtown. The residual interest of both the Market Reset and Arts Funds will be used to support an Arts Grant Fund which will subsidize special downtown arts projects such

as murals, public art installations, and smaller venue modification such as a stage setup, special flooring, or sound system upgrades to enhance public use.

Beyond arts institutions, Downtown Fresno plays an important role in the region’s quality of life, and a growing number of small, often non-White-owned downtown businesses are built around the market opportunity created by the arts and entertainment. In addition to brick-and-mortar lifestyle businesses, in the last few years, social entrepreneurs have entered the downtown special event space. Both trends should continue to flourish, and downtown events (both inside and outside businesses) should be designed to intentionally create value for businesses in the surrounding area, lift up the Valley’s cultural diversity, and connect all Fresno residents with their downtown. Event support will supercharge event frequency and quality, pulling in matching local corporate support that leverages impact and ensures sustainability over time.

Potential projects to be supported include:

- The African American Museum – upgrade aging facility.
- Arte Americas – Cover part of outdoor plaza to expand use of facility.
 - » Upgrade upstairs classrooms and kitchen to increase availability for workshops and classes.
 - » Create a commissary/community kitchen to support the development of cottage industries in the Lowell and Jefferson neighborhoods.
- Veterans Memorial Auditorium – General modernization and safety upgrades.
- Buddhist Temple and Annex Auditorium – General modernization of Annex and safety upgrades of both facilities.
- Fresno Children’s Museum – Warehouse renovation and/or specific installation needs. This is in the early organizing stages, in an existing building on R St.
- Purchase of and upgrade to the historic Hardy’s Theater.
- Empty or abandoned storefronts requiring upgrades and owner incentives to create multi-use arts venues



that provide needed retail business, arts and cultural entertainment, and learning opportunities. Make venues easily accessible to arts groups and artists (lower costs, better facility conditions, appropriate equipment, etc.).

- Two major green spaces in downtown Fresno include Eaton Plaza and Courthouse Park. These spaces are underutilized and have the potential to be major venues for farmer’s markets, art festivals, and performances. Courthouse Park, a Fresno County facility, is rarely used for public events due to a lack of amenities such as a stage or electrical outlets. Eaton Plaza was designated as a parks space by the City of Fresno, and a plan to expand the green space was adopted on August 31, 2004. However, funding to build it out has not been identified.

POTENTIAL IMPACT

Through these strategies, we aim to transform our region’s economy and support the high-wage, high-growth sectors needed to support a robust quality of life for all of our residents. Specifically, these investments will help achieve:

- **Capital investment:** Catalyze more than \$396 million of capital investment in Downtown Fresno in public infrastructure with a heavy emphasis on transit and public spaces; small business development and building renovation; and cultural arts improvements and programming.
- **Job growth:** Create jobs through direct investment in building renovations, high-speed rail, and an intermodal transportation hub.
- **Development of a robust small business ecosystem:** Support redevelopment and expansion of more than 85,000 square feet of small business and cultural institution space.
- **Cement Downtown Fresno as the cultural arts hub for the Central San Joaquin Valley**
- **Reduce racial and economic isolation:** Increase transit access, connectivity, and public cultural assets for all residents.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Engage with business owners and property owners to determine how to safeguard rights for all stakeholders.
- Assess risk of displacement and best practices for developing a Downtown-specific displacement policy.
- Provide opportunities for residents who live in and around Downtown to weigh in on the types of businesses that would benefit them.

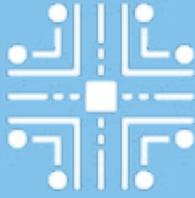
INVESTMENT ASK

Seeking \$396 million through 2030.

NEXT STEPS AND CONSIDERATIONS

Over the past decade, over \$100 million of investment has flowed into Downtown Fresno. From investments in retail and restaurants, civic institutions, and public spaces, Downtown has started to come back to life. In addition, many stakeholders are aligned and committed to a common vision for Downtown as exemplified through efforts such as the 2035 General Plan. We believe that these additional efforts will provide the catalyst needed to continue and accelerate this momentum.

Over the next several months, we will continue to work with the State, business owners, cultural institutions, and community members to assess how these solutions could be tailored to better meet their needs. We will also be seeking feedback and discussion with current Downtown residents to ensure these strategies are aligned with their vision for their community. Furthermore, we will be mindful to pursue policy and programs that ensure that current residents and business owners continue to benefit socially and economically from the appreciation and revitalization of Downtown.



Fresno Opportunity Corridor

An 11-mile transit corridor in south and central Fresno that will foster healthier, more prosperous, sustainable, and better-connected neighborhoods through infill and equity-based transit-oriented development.

OVERVIEW & VISION

Fresno is the fifth largest city in California and a key education, government, health, transportation, logistics, and food processing center for the San Joaquin Valley. However, Fresno has experienced significant urban sprawl for nearly six decades and has realized associated adverse outcomes. Indeed, listed as top “community concerns” in the City of Fresno’s General Plan are, “...residential growth patterns that negatively impact natural resources and deplete strategic farmland” and, “...fiscal instability related to the city’s existing spread-out urban form and land use”.¹ Sprawl has also accelerated disinvestment from established neighborhoods across the urban core, which is disproportionately home to people of color, in favor of greenfield development.²

The Fresno Opportunity Corridor (FOC) initiative will boldly counteract this trend by fostering healthier, more prosperous, sustainable, and better-connected neighborhoods through infill and equity-based transit-oriented development (eTOD). Leveraging previously adopted mixed-use zoning policy, existing Bus Rapid Transit (BRT) corridors, and new deployment of express bus services, the FOC initiative will expand these areas to 11 miles. Made up of four distinct sub-corridors along Southern Blackstone Avenue, through the Downtown core, and connecting from Downtown to both Southeast Fresno along Ventura-Kings Canyon Boulevard and to Southwest Fresno along Ventura-California Avenue, each FOC corridor segment is located in high poverty, disinvested neighborhoods. This initiative will spur significant infill and eTOD, which aims to create and support communities of opportunity where residents of all incomes, ages, races, and ethnicities participate in and benefit from living in connected, healthy, vibrant places connected by transit. These transit-oriented communities of opportunity include a mixture of affordable housing, offices, retail, and other amenities as part of a walkable neighborhood, generally located within a half-mile of quality public transportation.³

¹ City of Fresno (2019). Fresno General Plan. Retrieved from <https://www.fresno.gov/darm/wpcontent/uploads/sites/10/2019/07/General-Plan-1-Introduction-7-19.pdf>.

² https://www.epa.gov/sites/production/files/2015-05/documents/fresno_final_report_042215_508_final.pdf

³ Policy Link (2016). “Advancing Equitable Transit-Oriented Development through Community Partnerships and Public Sector Leadership.” Retrieved from <https://www.policylink.org/find-resources/library/advancing-equitable-transit-oriented-development>.



Our equitable neighborhood coalition approach will ensure that the eTOD benefits significantly accrue to the existing low income communities and residents of color in these neighborhoods, with minimal to no displacement.

THE PROBLEM

There is a lack of meaningful, equity-based transit-oriented development (eTOD) projects in Bus Rapid Transit (BRT) corridors, with disinvested neighborhoods disproportionately housing low income residents and people of color: Over the last decade, there have been a series of policy changes in Fresno designed to improve development in Fresno’s BRT corridors. First, in 2014, the Fresno City Council adopted a new General Plan, which led to a new Development Code in 2015 with mixed-use districts which accommodate high density (affordable) multi-family housing eTOD.⁴ By 2018, Fresno deployed BRT routes in under-resourced neighborhoods, in an effort to further enhance development and transportation options in these areas.⁵ However, these policy changes have not led to meaningful eTOD projects in these areas (e.g., in the sub-corridors of the Fresno Opportunity Corridor), leaving neighborhoods without affordable housing, private sector investment, or improvements in public infrastructure.⁶ Specific disinvested neighborhoods are located along the southern portion of the Blackstone BRT Corridor in central Fresno such as the Lowell, Susan B. Anthony, and Heaton Elementary School neighborhoods. These neighborhoods have disproportionately high concentrations of low income residents of color, and score worse on measures of poverty, pollution, education, and civic participation than 98% of all other communities in Fresno County. The Winchell and Lane neighborhoods along the Ventura-Kings Canyon BRT Corridor in southeast Fresno and the Lincoln and King neighborhoods in southwest Fresno face similar challenges.

This investment deficit is driven in part by the lack of “complete streets” and affordable housing along BRT routes, which disincentivize developers from investing in this land: “Complete streets” are defined as safe and convenient streets for everyone – pedestrians, bicyclists,

and transit passengers of all ages and abilities, as well as for trucks, buses, and automobiles.⁷ Yet, in Fresno’s BRT Corridors, streets are nearly unusable for anyone not traveling by car. Where sidewalks do exist, they are characterized by gaps, inconsistent sizes, utility obstructions, and inconsistent lighting, and lack benches, shade, and coordinated bike paths. Residents are hesitant to use these streets due to safety concerns, resulting in minimal foot traffic for prospective new businesses. With respect to bicyclists, Fresno’s primary BRT Corridor, Blackstone Avenue, does not have existing or planned bike lanes or separate bike paths, creating an unsafe situation for residents who rely on bicycles for transit. These conditions are not attractive for prospective customers from other parts of Fresno or the region. As a result, private sector developers and investors are incentivized to build in other areas perceived as more convenient, safe, and economically productive than the BRT Corridors. In addition to an absence of complete streets, a lack of affordable housing along BRT Corridors further disincentivizes eTOD. Fresno’s low rent/low real estate lease rates mean income generation requires significant subsidies to make capital financing structures feasible for new mixed-use eTOD. The average gap financing required for eTOD affordable housing over the past 10 years in Fresno was 25-40% as a percentage of the total capital stack.⁸ Low capital availability and access to capital are barriers for all.

Current commercial property owners, businesses, lenders, and developers also inhibit progress with longstanding beliefs that the existing reality of substandard development along BRT corridors in Fresno cannot be substantially changed or improved. This serves to sustain a default consensus for continued low rent/low real estate lease income generation conditions.

⁴ <https://www.fresno.gov/darm/general-plan-development-code/>
⁵ <https://www.fresno.gov/transportation/fax/fax-q/>
⁶ https://www.betterblackstone.com/images/pdfs/blackstone_report_small.pdf

⁷ <https://smartgrowthamerica.org/program/national-complete-streets-coalition/publications/what-are-complete-streets/>
⁸ Better Blackstone CDC Staff Interviews (2016-19), unpublished. Interviews conducted with private and nonprofit developers who have built and / or are proposing downtown and corridor mixed-use projects with multi-family units



Photo rendition of an elevation closely approximating an eTOD that is planned for construction along the Blackstone Corridor.



OUR COMMUNITY'S SOLUTION

The FOC initiative includes several focus areas:

- **Form the “FOC Coalition” and FOC project area (\$8M):** Form the cross-sector FOC Coalition for diverse, inclusive, and equitable community engagement. The Coalition will be operated as an MOU partnership between neighborhood organizations in each of the four sub-corridors with a dedicated staff of five. Its initial focus will be to design and pursue City Council adoption of an eTOD implementation, community benefit, and anti-displacement policy within the FOC project area.
- **Conduct complete street improvements in the FOC (\$330M):** Develop complete street policies, standards, and design options. Simultaneously, the FOC Coalition will complete a street funding mechanisms study (primarily identifying state and federal funds) and will apply for and secure available funding. The FOC Coalition will subsequently partner with the City Council and City of Fresno staff to adopt and deploy these funding mechanisms.
- **Collectively build FOC eTOD development plans (\$3M):** For each of the four sub-corridors, the FOC Coalition will lead the creation of a development plan that is economically feasible for existing property

owners/developers, imaginatively designed, and community supported and inclusively beneficial. This combination will require cross-sector understanding and accountable collaboration (among public, private, and community interests) around the development of specific properties and eTOD projects.

- **Leverage gap financing for mixed-use, affordable housing eTOD projects** [Note, the funding ask for this core component is included in the Fresno Revitalization Fund (\$80M) found in the DRIVE Permanent Affordable Housing Initiative]: In order to ensure our aspiration of minimal to no displacement, we will leverage the Fresno Revitalization Fund for eTOD projects to build 800 affordable housing units (200 units in strategic sites across each sub-corridor) and an associated 160,000 square feet of ground floor commercial space.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated above could create:

- **Significant new capital investment:** \$341M in seed funding scaling to up to ~\$1.5B after multiplier effects.
- **Reduction of racial and economic isolation:** The location and design of the FOC project area and its



emphasis on mixed-use and mixed-income oriented living, working, playing, and business opportunities along complete streets is an intentional approach toward transformative and creative placemaking meant to reduce racial and economic isolation.⁹ These emerging, inclusive urban development patterns hold promise for improving accessibility and fostering increased sociability and civic engagement, as well as generating job growth, creativity, and innovation among and between existing residents and new comers spanning racial and demographic differences.

- **Support environmental justice and stability:** eTOD along BRT Corridors has multiple environmental and health impacts including increased access to public transit, reduced transportation costs, and improved air quality.
- **Job growth:** eTOD is associated with new tax revenue, job growth, and increased family incomes to reinforce a positive community economic development reinvestment cycle.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Assess risk of displacement and best practices for developing a corridor anti-displacement policy.
- Identify organizations and experts who can provide ongoing technical assistance throughout the design, development, and implementation phases and who has specialized expertise in equity and corridor development.
- Integrate a pipeline through leveraging of other DRIVE initiatives for existing residents to access investment opportunities in the businesses and housing to be built as part of the corridor and related jobs.

INVESTMENT ASK

Seeking \$341M through 2030.

NEXT STEPS AND CONSIDERATIONS

The Fresno Opportunity Corridor is intimately connected to other DRIVE initiatives, including Permanent Affordable Housing and Civic Infrastructure. These initiatives come together to ensure that new mixed-use corridors include affordable housing options and that neighborhood interests and equity remain at the center of any new development. This work is also supported by existing policies and programs in Fresno, including the City of Fresno's General Plan Policy Framework, the Development Code for Mixed Use, and the BRT system.

However, there is more work to be done in partnership with the City of Fresno and other public agencies to ensure these efforts are successful. For example, collaboration with the City, the Fresno Metropolitan Flood Control District, Pacific Gas and Electric, and other utility companies will be required to increase any dry and wet utility capacities in order to accommodate complete streets improvements and eTOD implementation. Other short-term priorities include increasing densities allowed in mixed-use zoning districts, expediting eTOD development application review, strengthening code and police enforcement safety along BRT Corridors, reducing/eliminating development impact fees for eTOD projects that increase local property and sales taxes, advancing studies and clear rules for renovating historic buildings and adaptive reuse requirements, and prioritizing BRT Corridors for annual capital improvement budgeting.



CIVIC INFRASTRUCTURE NETWORK

A next generation civic infrastructure that advances authentic place-based, resident-centered strategies to transform power relationships in under-resourced, extreme poverty neighborhoods that lead to healthy sustainable communities.

OVERVIEW & VISION

Civic infrastructure consists of places, policies, programs, and practices that enable residents to connect with one another, develop trust, address shared concerns, build community voice and power, and solve problems through increased civic capacity and public participation.¹ Over the long-term, resilient civic infrastructure is a powerful method to, "...ignite a cycle of accountability that leads to policymaking that produces better social and political results."² In the shorter-term, through increased neighborhood collaboration, civic infrastructure provides numerous benefits to community members and the neighborhoods they live in. In Fresno, a historical lack of representation in the city's political structure, underpinned by systemic racism (e.g., redlining) and longstanding systematic barriers to social and financial capital, has significantly contributed to the creation and stagnation of under-resourced, extreme poverty³ neighborhoods with a lack of community voice and power.

Thirty-two such neighborhoods exist in Fresno today, and they are disproportionately home to people of color, who account for 84% of total residents in these neighborhoods.⁴

Fresno has a long history of doing community development work, as evidenced by the diversity of community organizing and community development initiatives and organizations. However, much of this work has been mutually exclusive to either physical revitalization or community organizing and community building. This civic infrastructure initiative integrates these approaches in a way that creates long term systemic community identity and power to reduce racial and ethnic economic disparities by transforming power relationships between communities, institutions, and public agencies. Civic infrastructure creates a networked system of hubs and intermediaries that will generate distributive equity across all of Fresno's neighborhoods, resulting in healthy,

1 Aspen Institute (2015). "21st Century Civic Infrastructure: Under Construction."

2 Ibid.

3 "Extreme poverty" is defined as neighborhoods where more than 40% of residents live poverty

4 US Census (2017). American Community Survey 5-Year Averages. "Poverty Rate for the United States: 2013-2017."



sustainable communities and economic development. The core focus of establishing this civic infrastructure is to build a long-term foundation for thriving communities that will be sustained through the leadership of community members.

As Fresno marshals resources through the DRIVE initiative, we must build upon local assets, incorporate the best practices nationally, and more intentionally combine people- and place-based strategies. Given that DRIVE Neighborhood Development initiatives include many such place-based revitalization and improvement efforts targeted at under-resourced neighborhoods (Fresno Opportunity Corridors, Downtown 2.0, Permanent Affordable Housing, Skilling, Upskilling, and Reskilling, Wealth Building in Communities of Color, and Betting Big on Small Businesses Owned by Women and People of Color), strong civic infrastructure in these neighborhoods is necessary to ensure equity of impact for the DRIVE portfolio. By doing so, we can improve the quality of life for our communities in neighborhoods of concentrated poverty.

The Fresno Civic Infrastructure Network is a bold, 21st century solution to building civic infrastructure in under-resourced, extreme-poverty neighborhoods where community voice and power will be rooted in and amplified by neighborhood-specific, resident-driven “community hubs.” The hubs will in turn be supported by a network of citywide “backbone” intermediaries and by new neighborhood-level, community-led data collection. We plan to pilot this vision across 16 neighborhoods.

THE PROBLEM

Under-resourced neighborhoods in Fresno face challenging outcomes but lack civic infrastructure to support improvements: A historical lack of representation in Fresno’s political structure, underpinned by systemic racism, has led to longstanding barriers to social and financial capital, leaving many of Fresno’s neighborhoods under-resourced and with a lack of community voice and political influence. There are 32 such under-resourced

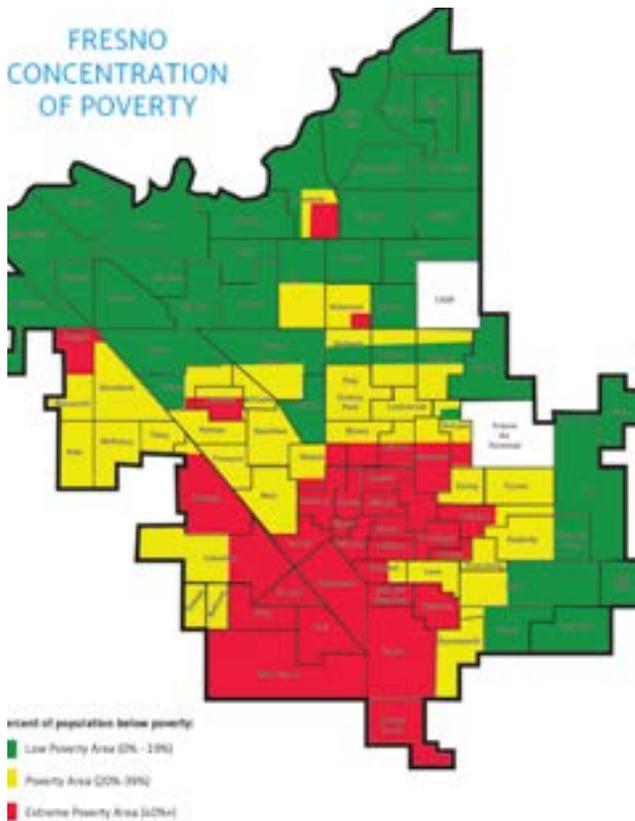
neighborhoods with “extreme poverty”⁵ in Fresno, which are also disproportionately home to people of color. This lack of civic infrastructure partially manifests in Fresno’s ranking last in economic and racial inclusion among all 59 California cities recently studied.⁶ These neighborhoods also face challenges with public education, crime, and unemployment. For example, unemployment is 22% higher in extreme poverty neighborhoods than in higher-income neighborhoods.⁷

Under-resourced neighborhoods do not have sufficient civic infrastructure to address these challenges: Where groups do exist, they vary in strength across three essential dimensions of community building organization (CBO) methodology:

- **Place-based:** CBOs should have a specific neighborhood focus, typically oriented around an elementary school or park.
- **Resident-driven (please see Appendix E):** The role of a CBO is to organize and empower community members, not set the agenda.
- **Asset-based (please see Appendix E):** CBOs should emphasize building on the strengths of existing community assets and opportunities.

Additionally, CBOs face a prohibitive lack of access to financial resources: Fresno’s nonprofit organizations are underinvested, and this lack of resources prevents existing CBOs from operating effectively, providing core functions in the community, and deploying capital to make neighborhood-level, place-based improvements. There are over 3,000 nonprofit organizations registered in Fresno County with a total of \$4.7 billion in total revenue and \$7.4 billion in total assets.⁸ Yet Fresno County’s nonprofit assets account for only 1% of total nonprofit assets in California, despite Fresno making up 2.5% of the state’s population. Additional resources are critical for strong CBOs to be able to leverage people-power and local resources to compete for statewide dollars

5 “Extreme poverty” is defined as neighborhoods where >40% of residents live poverty
6 Urban Institute (2017). “Measuring Inclusion in America’s Cities.” Retrieved from <https://apps.urban.org/features/inclusion/?topic=map>.
7 US Census (2017). American Community Survey 5-Year Averages. “Employment Status for the Population 16 Years and Over.” Retrieved from censusreporter.org.
8 National Center for Charitable Statistics via Yang, MaiKa et al, Everyday Impact Consulting, “Fresno Primer”, 2018, https://irvine-dot-org.s3.amazonaws.com/documents/301/attachments/Overview_on_Fresno_by_Everyday_Impact_Consulting_Sept_2018.pdf?1541800927



Limited Large Spaces for Resident Organizing Meetings:

Due to various factors, many of our neighborhoods lack ample venues to both meet and train as they focus on the work of their communities. Our elementary schools have traditionally played a role in this, but because of our growing youth population, many schools are at capacity and are unable to provide facilities for large groups. For genuine community hubs to be successful, facilities are needed that provide space for at least 100 residents, along with office space for staff and other amenities to be used for other organizational work.

OUR COMMUNITY'S SOLUTION

The Fresno Civic Infrastructure Network will include four focus areas:

Community Hub and Operations Fund (\$37M): Establish a fund to support the property acquisition, construction and/or remodel of physical community space, and five-year

programmatic and operational support of the 10 pilot community hubs. Designed through an initial participatory process, hubs will have enough space to house organizing events and workshops for 100 residents and dedicated office space for a hub staff of up to 10. In addition to the 10 pilot community hubs, six neighborhoods with existing community building organizations will receive sustained support to serve as community hubs and implement or expand community organizing strategies and activities. These six hubs will not receive capital support. The goals of the hubs are threefold:

1. Build robust community voice and power through resident organizing, leadership and youth development, advocacy training, and culture building activities;
2. Serve as an access point for referrals and services, and;
3. Lead neighborhood sourced-and-staffed hyper-local improvement projects that improve the quality of life for those living in the neighborhood.

All hubs will employ community building organization methodology standards, including an asset-based and resident-driven approach. All staff will be trained in community organizing, allowing community development projects to also build resident power. Hub leaders and boards will receive training and technical assistance in real estate readiness, financial management, and facilities management to ensure long term sustainability of the hubs, as needed (design and launch in months 6-12).

“Backbone” Intermediary Network (\$1.5M): Formalize a network of three place-based “backbone” intermediaries, all of which currently operate in Fresno, which will support three to four hubs each. Intermediaries will provide core operational and administrative support and technical assistance, convene quarterly hub meetings, and ensure all hubs have competencies in the community building and organizing methodology. Beyond their geography, intermediaries will possess expertise in specific program and policy areas such as public health, education, and workforce



development, and will provide supplemental training to all hubs (design and launch in months 3-6).

Neighbors Building Community Assets” Fund (\$10M):

Establish a fund that provides grants to community hubs to facilitate people and physical asset building, neighborhood improvements, staffing, training, and employing neighborhood residents such as community festivals, public art, storytelling, green space and trail development, home improvement projects, clean energy projects, and beautification projects. (Design and launch in months 9-18).

Neighborhood Data Dashboard (\$1.3M): Implement participatory evaluation to empower residents and measure the effectiveness of hubs for each of the 16 neighborhoods across important metrics (e.g., power building, health disparities in life lost, pre-term birth, infant mortality, air pollution burden, crime, amount of green and public space). A core set of metrics will be measured in all neighborhoods with additional metrics added based on neighborhood-specific agendas and priorities. We envision empowering residents by implementing a participatory approach to evaluation, by actively engaging residents in developing the evaluation at all phases of its implementation. Residents will receive training to rigorously collect data in their own neighborhoods supported by the Central Valley Health Policy Institute (CVHPI), which will also store and analyze the data for the pilot (design and launch in months 12-24).

POTENTIAL IMPACT

Over the course of implementing this work, the strategies articulated above are expected to reduce racial and ethnic isolation by:

- **Launching HUBS:** Over the course of the next five years, we will launch 10 robust and highly capable community hubs. These hubs will enhance the equity-oriented outcomes of the other neighborhood specific initiatives, and serve to reduce racial and ethnic economic disparities by transforming power relationships between communities, institutions, and public agencies. Support for place-based organizing over five years will result

in resident power-building, leading to a change in the power distribution city-wide and increased distributive equity across all of Fresno’s neighborhoods to accelerate economic development.

- **Strengthening and Supporting Community Organizations:** We will support six existing community building organizations to serve as community hubs that will serve approximately 44,000 residents.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Conduct a comprehensive mapping of resources and assets in selected neighborhoods. This includes data analysis and door-to-door walking audits of the neighborhoods.
- Develop policies for staffing hubs so that the employees are representative of their communities. This includes hiring policies and also training/capacity building for residents to be equipped for employment in the hubs.

INVESTMENT ASK

Seeking \$49.8M million through 2025.

NEXT STEPS AND CONSIDERATIONS

This work will be nurtured by existing organizations in Fresno that have significant experience in place-based work, such as Fresno Building Healthy Communities, Every Neighborhood Partnership, and numerous community development corporations with experience in community organizing, leadership development programs, and advocacy. Community building organizations in Fresno are further bolstered by the region’s institutes of higher education such as Fresno State and Fresno Pacific University. Historically, Fresno has also hosted annual asset-based



community development trainings which have resulted in a broad base of organizations sharing the same place-based philosophy.

The path forward for the Civic Infrastructure initiative will initially start by establishing the Development Committee to map out the neighborhood-level infrastructure and build out successful community hubs. This will include finalizing 16 focus neighborhoods; assessing existing organizational capacity in each neighborhood; engaging in resident-led asset mapping to identify existing assets and deficits in each neighborhood; and identifying “intermediaries” for each of the 16 neighborhoods.

We believe this five-year pilot will drive strong, measurable goals, and that we will eventually seek to extend funding beyond 2025.



PERMANENT AFFORDABLE HOUSING

Overcome barriers to equitable, affordable housing by creating, renovating, and ensuring access to over 12,000 quality, affordable units and vouchers by 2030.

OVERVIEW & VISION

A lack of high quality, affordable housing in Fresno continues to be a barrier to a vibrant and inclusive community. Historically, Fresno has struggled to provide housing for its lowest-income families in terms of quantity, quality, affordability, and access. Over half of all families in the City of Fresno are rent burdened. And, among low- and extremely low-income households, nearly 75% are rent burdened, meaning they are paying in excess of 30% each month for their housing.¹

As the Fresno region experiences population growth and a simultaneous multi-family construction boom, there are no tools or policies in place to facilitate or ensure that any of those units are made available to the pool of severely rent burdened households which dominate the demand. In addition to the existing shortage of units and lack of will to modify the affordability levels of units under construction, the existing affordable housing of Fresno is mostly substandard, especially for low-income families living in aging housing stock. Fresno's affordable housing developers struggle without necessary local funds to leverage state and federal resources into the region, and

traditional developers and property owners cannot maintain affordable rents in the open market that allow financing of necessary rehabilitation. Further compounding these quantity and quality challenges is a history of land use policies and discriminatory rental practices that have created inequitable development patterns, segregating Fresno along racial lines and leading to negative life outcomes for low income families who are disproportionately people of color.

In the face of these community challenges, Fresno has taken aggressive action to reform and align local policy, leadership, and resident voice to create a supportive environment for affordable housing investment. Our community has spent the past decade creating up-to-date local regulatory documents, such as the 2035 General Plan, multiple specific and community plans, and the Citywide Development Code and Zoning Ordinance, which reduce barriers to affordable housing development, including adopting "by right" development in every zone district across the city. Furthermore, extensive work has been done to organize and support residents in determining priorities and championing

¹ City of Fresno (2018). "Housing Element Annual Report." Retrieved from <https://www.fresno.gov/darm/wp-content/uploads/sites/10/2018/01/FresnoHEAdoptedApril2017smallfile.pdf>.



policy changes and investment benefitting low-income neighborhoods.

With these advances in local regulatory reform and community leadership, one of the greatest barriers to expanding and improving the affordable housing stock in Fresno is the lack of flexible, local sources of capital to support 1) new-construction affordable housing development and 2) the renovation and preservation of existing affordable units. Developing several diverse financial resources, coupled with the suggestions for local and state policy changes that are outlined in the Appendix F, are the focus of DRIVE’s Permanent Affordable Housing Initiative.

THE PROBLEM

Affordable housing in Fresno is a complex issue that can be distilled into challenges across four key areas: quantity, quality, affordability, and access.

The California Housing Partnership’s 2019 report, “Fresno County’s Housing Emergency Update,” indicates that there is a demand for 35,380 more affordable housing units in Fresno County today.² The City of Fresno’s Housing Element Annual Report provides even more detail and indicates that over half of Fresno families are “rent burdened,” meaning they are paying in excess of 30% of their income for housing. Despite these affordable housing shortages and significant levels of rent burdened households, cuts in federal and state funding have reduced investment in affordable housing in Fresno County by more than \$27M annually since 2008, representing a 62% reduction.³ As government funding diminishes, private developers lack the financial tools and incentives for investment due to high construction costs and lower rent. In Fresno, the largest city within the County of Fresno, future projections in the Housing Element Annual Report⁴ indicate that 12,000 newly constructed housing units are needed for those ranging

between extremely low and moderate income categories.

Existing affordable rental units are low quality. Low standards, inadequate resources, and ongoing discrimination contribute to substandard housing for low-income families. Although comprehensive data on the number of sub-standard units is unavailable, it is possible to assess the scale of substandard housing in Fresno based on the age of the units. There are over 85,000 rental housing units registered through the City of Fresno (City). Of those, 57,000 (67%) are multi-family rental units. According to the 2008-2012 American Community Survey, 32,000 (56%) of Fresno’s multi-family rental units are 35 years old or more (pre-1980s), including 14,500 (25%) that are older than 55 years (pre-1960s).

A recent sample of multi-family rental inspections produced the following results. The City’s anti-slum enforcement team identified the most egregious multi-family rental properties, which includes 1,029 units. The most recent inspections of those units resulted in 24,574 code violations, or over 20 violations per unit.⁵ These conditions disproportionately impact vulnerable populations (including

⁵ City of Fresno Legislative Information Center (2019). “Provide Anti-Slum Enforcement Team (ASET) Quarterly Report.” Retrieved from [fresno.legistar.com](https://legistar.com).



² California Housing Partnership (2019). “Fresno County’s Housing Emergency Update.” Retrieved from <https://1p08d91kd0c03rlxhmtvdpr-wpengine.netdna-ssl.com/wp-content/uploads/2019/05/Fresno-HNR-2019.pdf>.

³ Ibid.

⁴ City of Fresno (2018). “Housing Element Annual Report.” Retrieved from <https://www.fresno.gov/darm/wp-content/uploads/sites/10/2018/01/FresnoHEAdoptedApril2017smallfile.pdf>.



in neighborhoods in other parts of the city. Historic land use policies have led to inequitable development patterns that have segregated Fresno’s neighborhoods and lead to negative life outcomes for non-White populations. Four out of five families living below the poverty line are concentrated in just half of the census tracts in Fresno. In total, 70% of Fresno’s census tracts⁷ are considered “low opportunity neighborhoods.” Discriminatory rental practices and the financial effects of generational poverty have also diminished access to rental housing units in neighborhoods of opportunity. For example, 50% of families issued a Section 8 voucher are unable to find a unit to rent at all.⁸ Systemic housing discrimination has led to a lack of understanding and empathy for families seeking affordable units, who have historically lacked the political voice in Fresno needed to successfully advocate for affordable housing.

farm workers, foreign-born and linguistically isolated households), who are less likely to report code enforcement violations due to a variety of real and perceived barriers.

Affordable housing shortages have led to a significant rent-burden for many low-income families. The affordable housing shortage in Fresno has caused a severe rent burden for low-income families: 72% of extremely low-income families (\$19,440 for a family of four) in Fresno County spend more than half of their income on housing, and renters in Fresno County would need to make nearly two times the minimum wage to afford the median monthly asking rent.⁶ This rent burden reduces the amount of income households have to spend on other basic necessities like food, childcare, medical expenses, and transportation, which further destabilizes families and weakens the Fresno economy, as disposable income is crowded out by unaffordable housing costs.



A history of discriminatory land use policies and rental practices has led to segregation, creating entire neighborhoods where residents are isolated and experience worse economic and health outcomes than

6 California Housing Partnership (2019). “Fresno County’s Housing Emergency Update.” Retrieved from <https://1p08d91kd0c03rlxhmhtydp-rpengine.netdna-ssl.com/wp-content/uploads/2019/05/Fresno-HNR-2019.pdf>.

7 UC Davis, “Regional Opportunity Index,” 2014, <https://interact.regionalchange.ucdavis.edu/roi/resources.html#links> and Smart Valley Places “San Joaquin Valley Fair Housing and Equity Assessment,” 2014, <https://www.frbsf.org/communitydevelopment/files/SJV-Fair-Housing-and-Equity-Assessment.pdf>

8 Fresno Housing Authority, Housing Choice Voucher Program Report, <http://fresnohousing.org/wp-content/uploads/2019/09/Public-September-2019-Updates.pdf>



OUR COMMUNITY'S SOLUTION

The Permanent Affordable Housing Initiative aspires to overcome barriers to equitable, affordable housing by creating, renovating, and ensuring sustainable access to over 12,000 high-quality, affordable housing units and vouchers by 2030 through a combination of innovative financing tools and supports. When combined with the community engagement and tenant services detailed in this plan, the Permanent Affordable Housing Initiative will directly impact over 22,000 households by 2030. This does not include the indirect benefits for those who will be positively impacted by the development acting as a stimulus to the local economy, and targeted secondary effects from corresponding initiatives such as job training, supplier diversity, small business engagement and community capacity building.

The following community solutions outline ambitious goals to achieve improved housing stability through locally relevant strategies aimed at addressing affordability, access, quantity and quality of housing:

Raise the Fresno Revitalization Fund to deliver new capital for affordable housing in core neighborhoods (\$80M):

The Fresno Revitalization Fund (FRF) is an innovative and necessary new tool that will deliver gap financing for mixed income, permanent affordable housing in core neighborhoods in the path of planned revitalization, including Downtown Fresno, Chinatown, Southwest Fresno, and the transit corridors that emanate from Downtown. For over seventy years, these neighborhoods have experienced substantial disinvestment as land use patterns have drawn resources, infrastructure, and investment out of the City's urban center in favor of peripheral, greenfield development. As a result, developers who want to build affordable housing in the urban core face significant funding gaps in their capital stacks, as costs dramatically exceed rents (both affordable and market-rate), and are in need of long-term, patient financial capital. The FRF requires \$80 million of program-related investment raised and deployed in three phases over ten years to deliver 2,000 units of new, permanently affordable housing, fulfilling 15% of the total housing goals identified in the City of Fresno's General Plan for the neighborhoods targeted by the FRF, which

are also targeted by other regional economic initiatives. The \$80 million in gap financing deployed by the FRF will unlock over \$600 million of total investment for affordable housing development in Fresno's core neighborhoods.

The FRF serves the dual purpose of providing new investment in disinvested neighborhoods while locking in 2,000 affordable housing units in neighborhoods planned for revitalization with concurrent investments such as the coming High Speed Rail station (1/3 of units will target 30% AMI; 1/3 will target 30-60% AMI; and 1/3 will target up to 120% AMI). When considering both the savings families will experience from the reduction of rent burdens and the increased spending from new infill units, investments from the FRF could inject up to \$1.4 billion of activity over 15 years into the local-serving, neighborhood economy.

Through a governance structure and decision-making processes that intentionally incorporate community residents and stakeholders, the FRF will draw upon and build on existing community expertise and power to shape affordable housing solutions in Fresno's core neighborhoods.

Restore, rehabilitate and revitalize (R³) 20% of Fresno's aging rental housing stock by raising the R³evolving Loan Fund and partnering with community organizations to implement a Pre-R³eceivership Program (\$188M):

The R³ Fresno Fund will restore, rehabilitate and revitalize 20% of Fresno's aging rental housing stock, targeting properties constructed prior to 1980. Developers, multi-family and single-family rental property owners will have access to a low-cost, revolving loan fund to improve the quality of current housing stock and add new units to existing, underutilized properties. These low-cost loans will be paired with incentives to ensure long-term affordability for up to 6,500 rehabilitated units. The R³ Fresno Fund will build partnerships with community organizations while building their capacity to track affordability compliance. The R³ Fresno Fund will further establish a "pre-receivership program" with the local government Anti-Slum and Code Enforcement Divisions. Raising and deploying the R³ Fresno Fund will ensure that Fresno's naturally occurring affordable housing units are not eliminated, but are restored and



DRIVE | PERMANENT AFFORDABLE HOUSING INITIATIVE SUMMARY

	CITY NEED	FRF	R ³	PLACE MATTERS	LARA	TENANT RESOURCES	TOTAL	CITY IMPACT
QUANTITY ¹	12,062 ²	2,000			3,200		5,200	43%
QUALITY	32,050 ³		6,500	500			7,000	22%
	AMI	FRF	R ³	PLACE MATTERS	LARA	TENANT RESOURCES	TOTAL	
HOUSEHOLDS SERVED	Extremely/Very Low, Low, Moderate	2,000	6,500	500	3,200	10,000	22,200	-

(1) Defined as the overall number of new, quality affordable housing units and vouchers available for quality affordable housing units. (2) City of Fresno Housing Element. (3) the number of rental multifamily units in the City of Fresno that were constructed in the 1980s or earlier; age of unit is a proxy for determining how many multi-family rental units in the City of Fresno are in need of rehabilitation.

preserved for future generations. The R³ Fresno Fund will explore options to transfer affordability requirements, discourage income discrimination, and improve health and safety conditions for low-income families through rehabilitating and restoring existing neighborhoods.

Launch a Local Alternative Rental Assistance program (\$20M): In coordination with the DRIVE Upskilling initiative and local workforce development partners, this program will provide short-term rental assistance to 3,000 families who may not be served by traditional federal programs. Eligible LARA households will be those paying the highest amount of their income towards rent and going unserved by the Housing Choice Voucher program due to a variety of prohibitive factors. As these households choose to enroll in time consuming job training and/or supportive services, they will have simultaneous access to housing supports to ensure stability during the upskilling process. LARA will focus on relieving the severe housing burden for 10% of all extremely low-income families in Fresno over 10 years, specifically focusing on high-need groups, including undocumented, mixed status, and other individuals.

Launch the “Place Matters” Initiative using 500 project-based vouchers to support both a Moving to Opportunity (MTO) program and the Landlord Incentive for Transformation (LIFT) program (\$52M): This initiative would request that the Fresno Housing Authority (Fresno

Housing) dedicate 500 project-based vouchers (PBVs) to property owners in both high opportunity areas, and in historically underserved areas, making critical place-based financial resources available to developers and owners for the first time in the region. MTO resources will address all barriers of a low-income family choosing to relocate, such as covering the difference between current Fresno Housing voucher allowances (\$1,100 for a two bedroom) and the median rent in higher-opportunity neighborhoods (\$1,600) and important housing navigators. The hiring process for housing navigators will incorporate community employment pathways that connect residents with promising employment opportunities. LIFT will focus allocations of PBV’s in underserved and older neighborhoods where owners and developers seek long term facilities to preserve affordability and improve quality while maintaining neighborhood choice for families. The implementation of LIFT will also include efforts to enhance racial equity among general and sub- contractors completing rehabilitation work.

Launch a community engagement and advocacy initiative (\$10M): Fresno “Invest in Our Neighborhoods” will leverage a broad range of communication and engagement strategies to promote dialogue and educate diverse stakeholders around housing policy and fair housing, including elected officials, homebuilders, service providers, health and wellness partners, and the broader Fresno County public, with the goal of generating



community support for high density and affordable housing.

Provide culturally adaptive trainings for 10,000 tenants in linguistically isolated households (\$10M): In coordination with the DRIVE Wealth Building in Communities of Color and Civic Infrastructure Network initiatives, this initiative provides resources for a network of community-based organizations to provide culturally adaptive trainings on renter's rights and responsibilities, financial literacy, homeownership counseling, and local legal resources and to deepen and expand on existing community organizing to ensure that the lower-income residents and tenants inform the development of local and statewide housing policy.

POTENTIAL IMPACT

Over the course of the next decade and when fully implemented, the strategies articulated throughout the Permanent Affordable Housing Initiative will support over 22,000 households; improve housing quantity, quality, and stability for over 12,000 affordable housing units; and provide supportive services for 10,000 families by 2030. Efforts would include anti-displacement measures and increased access for the lowest income families.

COMMITMENT TO RACIAL EQUITY

To achieve racial equity in the implementation of this initiative, the following issues and actions will need to be considered and included. Furthermore, modifications to the investment plan may be necessary to better align with input from residents and stakeholders impacted by and critical to the success of the initiative. This list is not intended to be exhaustive, but rather an early identification of critical actions needed for integrating racial equity:

- Develop population-specific plans for measuring outcomes and impact that will inform decision-making at critical checkpoints in the implementation.
- Engage with current residents to identify areas where program and outreach can be refined.

INVESTMENT ASK

The Permanent Affordable Housing Initiative is seeking \$360 million through 2030.

NEXT STEPS AND CONSIDERATIONS

An essential component in addressing the affordable housing shortage is engagement and buy-in of key stakeholders. An established, regional leader in affordable housing (Fresno Housing Authority) is a co-sponsor of the DRIVE Community Investment Plan and has demonstrated a commitment to improving affordable housing outcomes. Other key enablers must include local and state government agencies such as the City of Fresno and Fresno County, who are necessary to ensure appropriate legislation, policies, zoning, and other key elements of the initiative are successful for the communities they represent. A robust nonprofit and community-based organization network will be key enablers of the programmatic implementation of the work, as well as investors and developers to fund, rehabilitate, and develop affordable housing opportunities.

Poised to make a significant impact in year one of the 10-year Permanent Affordable Housing Initiative, the Fresno Revitalization Fund will establish its governance structure and begin fundraising. The R³ Fresno Fund will establish a lead agency, develop a complete business plan, identify and establish funding streams to capitalize the fund, develop lending policies and requirements for the fund, and plan the formal launch. LARA and Place Matters can mobilize quickly once funded by developing guidelines, hiring staff, and opening the programs within a year of funding. The Tenant Training and Resources effort will finalize the services to be offered, adopt curriculum, competitively bid the services among community based organizations, and begin providing services in coordination with the community engagement and advocacy initiative. Within year one, this initiative will develop a complete communications plan, launch initial communications tools, deploy multilingual outreach strategies crafted with human interest stories, and launch community focus groups and research to better understand communication challenges associated with housing issues.



Chapter 3 WHAT'S NEXT





What's Next for the DRIVE Initiative

The DRIVE Initiative has transformed the way community stakeholders come together in Fresno to define regional challenges and develop shared solutions. We have catalogued and integrated existing programmatic efforts, introduced new ideas to fill strategic gaps, and identified the aspirational scale of investment required to truly change outcomes in our economy, for all of our people, in the places where they live in the Greater Fresno Region. We have been training to think big and envision a truly different future.

Rapid cocreation has defined our work so far. The accelerated approach has marshaled stakeholder attention in an unprecedented way, allowing us to quickly vet novel concepts and establish their rough size, shape, and substance. Looking back on four months of shared effort, we recognize this phase as indispensable.

At the same time, we recognize that moving quickly has revealed deep divides that still exist between civic institutions and residents in our community. Addressing these divides through resident engagement and empowerment is our top priority for moving forward. Moving quickly also revealed a need for more in-depth business planning in several of our community investment initiatives. In short, the work we have done is the beginning, rather than the end, of our journey.

What follows are aspects of the work that lie ahead for our collaborative and our community, on the path to completion of the 10-year DRIVE Community Investment Plan.

OPERATIONALIZING RACIAL EQUITY

More than in any other sizable city in California, race has defined access to opportunity in Fresno. Therefore, from the very beginning, making gains in racial equity has been set as a coequal goal for DRIVE, alongside gains in growing the tradeable sectors of our economy and improving our overall quality of life. The Executive Committee created a Racial Equity and Inclusion Task Force to identify ways to structure DRIVE's approach to this goal, and to define a lasting infrastructure in our community for ongoing focus on this central issue. As part of its work, the Racial Equity and Inclusion Task Force members spent hours in conversation with sponsors of the DRIVE community investment initiatives to understand and reinforce their thinking about the role of racial equity in each plan. The Task Force also engaged Policy Link and the Advancement Project to provide initial input on the DRIVE portfolio.

Input from the Steering Committee has made it clear that racial equity must be both an overall programmatic goal for the DRIVE Plan and a lens through which to analyze and fortify each of the plan's individual components. As a next step toward this goal, over the coming six months, we will continue our work on the community investment initiatives with an explicit discussion of how each can most effectively support racial equity in Fresno. This will include putting into motion the actions outlined in each investment initiative on operationalizing racial equity, quantifying measurable outcomes, providing a recommended set of strategies or interventions, and identifying the remaining pitfalls and unanswered questions. We will develop a methodology to measure our success. We will also attempt to identify the factors beyond our control — demographic trends, funding source restrictions, and policy conditions — that may affect our expectations in each case.



INTEGRATION ACROSS INITIATIVES

The DRIVE Plan is rife with instances of interconnected concepts and leveraged impacts across community investment initiatives. Creation of a job for one generation improves the odds for early childhood in the next. Housing development transforms its occupants' ability to focus on economic stability and invest in family, while simultaneously making disinvested neighborhoods investable once again.

Mutually reinforcing strategies are one of the main strengths of the DRIVE approach. It would be counterproductive, not to mention impossible, to truly disentangle the impacts of coordinated investments in our economy, people, and place. However, over the next year we must attempt to specify instances where opportunities for integration exist. For example:

1. References in different initiatives to invested dollars that may do “double duty;”
2. Elements of different initiatives that should be managed together for greatest efficiency or maximum impact; and
3. Instances where advances in one initiative could impede progress on another, in the absence of thoughtful integration. Insights that result from this effort will be added to the individual initiative work plans. In some cases, the Executive Committee may be asked to resolve uncertainties or conflicts in the allocation of dollars, outcomes, and strategies across work plans.

FURTHER BUSINESS PLANNING

The implementable ideas contained in the Draft DRIVE Community Investment Plan span a wide spectrum, ranging from one-time campaigns, to novel operational programs, to tailored funds calling for sophisticated management, to wholly new approaches to governance in areas such as early childhood and water resources. To date, work on DRIVE has been successful in identifying the types of tools available and matching them to the challenges presented. Having undertaken this effort, we know that different elements of our approach will require different levels of upfront planning.

We are committed to going deeper in defining all the community investment initiatives. Funder input at this stage is helpful as we refine our strategies and outcomes. The clearer the expectations, the greater the impact our work can have, both for funders and for our community.

We expect to focus special attention on fleshing out the tailored funds that we propose to facilitate the combination of sophisticated financial expertise with local knowledge. One such fund, for affordable housing production, already has a business plan created through prior work. This plan identifies the scale of investment needed for a given impact, in phases, with prescriptions for fund management and oversight structures. Subject matter experts will need to be engaged in creating business plans for other funds in areas such as affordable housing rehabilitation, small business lending, and a flexible workforce training fund.

COMMUNITY ENGAGEMENT AND CO-POWERMENT

The power of any planning process derives from the input and support it receives from the community. The greater the support, the stronger the demand for the plan to be implemented amid competing priorities over time. More importantly, racial equity, a core objective of DRIVE, is possible only with community engagement and co-powerment that allows community members to shape and drive the decision-making process.

The DRIVE Community Investment Plan before you is in draft form. From the outset, we have defined the creation of a draft



as the critical first step based on the rapid co-creation of ideas. Refinement of those ideas requires further community input, which will occur in the coming year. Actual adoption of the Plan by stakeholder agencies may also occur in this timeframe, and each public agency will have its own process for ensuring community input in its decision-making process, as trustees consider specific issues, circumstances, and tradeoffs affecting their embrace of the Plan.

Throughout the drafting process, we asked community members to share with us their vision, priorities, and concerns relating to economic development in Fresno. We have heard from community members who would like the opportunity to propose entirely new ideas into the arena of discourse and whose input requires close analysis of this draft to assess its alignment to ensure consistency with expressed priorities and concerns.

Having arrived at this draft, we are committing now to creating an opportunity for community members to add ideas that have been missed in our first round of work and determine the priorities for investment as we move forward. We are also committing to approaching this draft as a “living document,” revising it as necessary to ensure that community input provided to us is honored through its meaningful incorporation into each initiative. Community members will have the chance to join existing Work Groups or form new ones, and introduce new or different goals and strategies, utilizing our work on DRIVE to date as a source of data and a template for work products to the extent it is helpful. The Fresno DRIVE coalition is committed to securing the funds necessary to ensure community engagement and co-powerment is fully resourced.

As we move forward with designing the community engagement and co-powerment work for 2020 and beyond, the following considerations will be made:

- Providing resources and support to community members interested in designing and advancing new initiatives.
- Providing community members with revised drafts that demonstrate how input regarding community vision, priorities, and concerns has been incorporated.
- Soliciting community member input into the development of implementation plans for final initiatives and providing community members with revised drafts that demonstrate incorporation of input.
- Creating leadership opportunities for community members to lead implementation of priority initiatives.
- Including community members that reflect Fresno’s diversity to shape and guide implementation which vests residents with real authority in decision-making.

ONGOING GOVERNANCE AND MUTUAL ACCOUNTABILITY

Every plan faces the risk of becoming a victim of its own success. Over time, as key elements of the DRIVE Plan are funded, carried out, and deemed complete, the Plan will need to be updated and even rewritten, in the long term, in order to remain accurate, fresh, and relevant.

The DRIVE effort so far has been focused on defining our twin goals of growth and equity, developing strategies, and generating models of estimated costs. We have not attempted to lock in what our relationships will be to the initiatives, either as individual agencies or as a group, after the initial phase of work is done. However, in acknowledging there is work to do, we remain animated by the potential of our efforts to generate transformational investment in our region, and we want to be accountable for the prescriptions we have written into this document.



In the next three months, the DRIVE Executive Committee will work together to define:

- a. What shared accountability means in our context. We know we are each accountable individually for our participation in the DRIVE process. In what ways does DRIVE itself become accountable for regional outcomes?
- b. Are DRIVE participants a self-governing “coalition of the willing”? Or are there incentives that should be attached to continued engagement (or, consequences for delinquency)?
- c. How do we want to continue to meet and review our performance as a coalition and as a community?
- d. The need for and the role of a backbone supporting organization. The Central Valley Community Foundation has played this role in the launch of the DRIVE initiative and is willing to continue supporting the work of the group, if the group requests it by consensus.

The above conversation will take place at the DRIVE Executive Committee. Work group participants will have work to do as well, as the effort to keep DRIVE accountable going forward results in adjustments to work plans over time.

As circumstances dictate considering bigger, directional decisions, we plan to reconvene the broader Steering Committee. An early example of this will occur in the next year as we create the opportunity for new, community-generated initiatives which we envision folding into the DRIVE plan.

MEASURING PROGRESS TOWARD OUR 10-YEAR VISION

We set out to create the DRIVE Community Investment Plan with the ultimate goal of transforming our region’s economy, our neighborhoods, and the life outcomes of our people over the next ten years. The DRIVE Community Investment Plan is the set of strategies and investments that we as Fresno community members have come together to identify as most likely to create that result. But when defining our progress, we are interested not only in the specific deliverables of the strategies we have prescribed, but also in the region’s trajectory on a larger level.

We are interested in measuring success in three basic ways:

- a. Were the DRIVE investment initiatives carried out fully, with the outcomes we had hoped for?
- b. How are our places, our economy, and our people’s lives faring compared to when we started?
- c. How does Fresno’s progress compare to that of other areas? Given where Fresno is starting, our goal is not to keep up, but to pull ahead. Outsize progress is possible.

In the next three months, the DRIVE Executive Committee will be asked to adopt criteria and benchmarks to substantiate our aspiration for measurement in these dimensions. This will include recording measurements before our investment plan has started being carried out, and the backbone organization (currently CVCF) holds the responsibility for the task of measurement initially and over time.



Measurements are likely to include:

- 1. DRIVE Initiative Deliverables**
 Dollars invested in DRIVE investment initiatives
 Job creation through DRIVE strategies
 Equity in population served
- 2. Fresno Economic Data**
 Employment
 Per capita income
 Income distribution by race and neighborhood
- 3. Quality of Life**
 Social Progress Index: ranking of Fresno County within the state
 Proportion of top-5% census tracts under Cal Enviro Screen
 Life expectancy disparity

DRIVE Baseline Measurements: Initial List

Metric	Source	Statistic (Time Frame)	Notes
Unemployment Rate	https://www.labormarket-info.edd.ca.gov/geography/fresno-county.html	7.5% (2018)	Annual average, Fresno County
Per Capita Income	https://www.census.gov/quickfacts/fact/table/fresno-county/california/PST045218	7.5% (2018)	Five-year average, Fresno County
Social Progress Index	https://www.socialprogress.org/index/california/results	41.4 SPI 44th in state (2019)	Non-economic metrics; Fresno County would score next to Sudan on the global SPI
Cal Enviro Screen	https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-30	Fresno County has 40 of the 397 census tracts in the highest 5% statewide (2018 update)	Measures pollution burdens, health outcomes, economic vulnerability
Life Expectancy	https://www.county-healthrankings.org/app/california/2019/measure/outcomes/147/data	79.0 Fresno overall 72.0 Black 81.4 Hispanic 78.1 White (2015-17)	Three-year average, Fresno County



Chapter 4

FRESNO'S "COMMUNITY CHANGE" ECOSYSTEM





FRESNO'S "COMMUNITY CHANGE" ECOSYSTEM

The story of Fresno's transformational journey doesn't start or end with the implementation of the DRIVE Initiative, nor does DRIVE encapsulate all of the efforts that are needed to create an inclusive, sustainable economy. The DRIVE Initiative makes sense at this point in our community's overall civic renewal because of the decades of work leading to this point – both in the private sector and among community and public organizations – and the civic muscle that has been built along the way. The following pages provide an overview of private, non-profit, and public efforts and institutions that help to form the overall ecosystem of "community change" in Fresno.

EDUCATION

- **Fresno County Cradle to Career (C2C) Partnership** – The Fresno County Cradle to Career (C2C) Partnership is a community-based partnership of cross sector leaders working collaboratively to improve key educational and health outcomes for all children in Fresno County. C2C's mission is to strengthen community support systems through collaboration and capacity building so that all children and families may achieve success. C2C provides the infrastructure for working across sectors to strategically inform, align, and leverage resources throughout Fresno County in order to affect positive change. C2C is particularly focused on providing critical leadership and coordination of major initiatives surrounding improving early childhood outcomes (Early Childhood Blueprint) and post-secondary success (College Pipeline Plan). Learn more at fresnoc2c.org
- **Fresno City College New West Fresno Career Technical Center** – The FCC West Fresno Career Technical Center is a \$90 million satellite campus project in Fresno's southwest neighborhood providing community residents with access to both day and evening workforce training and educational opportunities leading to high-demand, high-quality jobs. Learn more at scccd.edu
- **California State University, Fresno** – In the University's 109th academic year, projected enrollment is at 23,622 students for the 2019/20 school year. Combined with quality of education, outcomes, and a student loan debt far below the national average. The university ranked #35 among 744 four-year colleges as analyzed in Money Magazine's Best Public College rankings for 2019 and #11 among most transformative colleges. More importantly, Fresno State placed #24 out of 395 public and private colleges in Washington Monthly's 2019 list of top national universities. With a focus on social mobility, service and research, this is the fourth straight year Fresno State has ranked among the top 25 and the second consecutive year at #24. The University was selected alongside six Ivy League institutions, six University of California campuses, MIT and top-ranked Stanford University on the list. Learn more at csufresno.edu
- **University of California, Merced** – UC Merced opened in 2005 as the newest campus in the University of California system. The fastest-growing public university in the nation, UC Merced is also the youngest to earn a Carnegie research classification. UC Merced is #1 in the nation for outperforming expected graduation rates, according to U.S. News & World Report, and the university continues to climb in national rankings for overall quality and the social mobility it provides to students. The Merced 2020 Project, a \$1.3 billion public-private partnership that is unprecedented in higher education, will nearly double the physical capacity of the campus and support enrollment growth to 10,000 students. Learn more at ucmerced.edu.



- **Fresno Unified School District (FUSD) Magnet Schools** – Fresno Unified School District is California’s 4th largest school district serving 74,000 students every day. Over the last decade, the District has seen significant improvements in high school graduation rates, growth in A-G course enrollment, and CTE course enrollment. Graduation rate increases at Fresno Unified have outpaced those in the State overall, with the strongest growth occurring among African-American and Hispanic students. With more than 20 magnet and specialty school programs to choose from, families have many options to enhance the educational experience of every student. At the high school (9-12 grade) level, some of these magnet highlights include: **Design Science Middle College High School** - A Fresno City College partnership which allows students to complete an Associate of Arts degree in conjunction with their high school diploma; and **The Patiño School of Entrepreneurship** - a full-time High School that teaches core content through an entrepreneurial mindset. Learn more at fresnounified.org
- **Clovis Unified School District** - Now the 14th largest school district in California, Clovis Unified serves more than 43,000 students living in the cities of Clovis, Fresno and parts of Fresno County. An increasingly diverse student body, where more than 45% of students are English language learners, foster youth and/or low income. CUSD’s 200-square-mile boundary includes most of Clovis, 20 percent of Fresno and a small portion of unincorporated Fresno county. With more than 6,000 employees, the district works in partnership with three local governments and law enforcement agencies, and strives to make a positive impact in the community. Clovis Unified students consistently perform at the highest levels in the state’s English language arts and math assessments, contributing to the district’s 94.4% on time graduation rate. Learn more at cusd.com
- **Central Unified School District** - Central Unified serves 16,286 students in 23 schools, incorporating 88 square miles of suburban population and ag land in west Fresno County. Program participation in 2018 included 70% socioeconomic disadvantaged students, 11% English language learners, and 11% special education students. The district’s four-year adjusted cohort graduation rate in 2018 was 86%, a steady increase since 2016. At Central Unified, the belief is every student can learn, with a vision that every student is prepared for success in college, career and community. With core values of character, leadership, innovation, and continuous improvement, the district’s mission is for every student to engage in rigorous, relevant, standards-based instruction in every classroom, every day, to ensure student learning. Learn more at <https://www.centralunified.org/>
- **Sanger Unified School District** - Sanger Unified School District is made up of 21 schools, covering 180 square miles and serving 11,360 students. Within the boundaries of Sanger Unified is the city of Sanger and the communities of Centerville, Del Rey, Fairmont, Lone Star, Tivy Valley and portions of the Sunnyside area of metropolitan Fresno. The district is a recognized Professional Learning Community district and prides itself in being collaborative around student outcomes and grounding their work in student learning results. At Sanger Unified, it is the belief that the future of our city, state and country are in our classrooms. Learn more at <https://www.sanger.k12.ca.us/>
- **The Center for Advanced Research and Technology (CART)** – A joint project of Fresno and Clovis Unified School Districts, CART is the most comprehensive, state-of-the-art education reform effort at the secondary level to date. The 75,000 sq. ft. facility, designed as a high-performance business atmosphere, is organized around four career clusters including Professional Sciences, Engineering, Advanced Communications, and Global Economics. Learn more at cart.org
- **University High School** - A free public charter high school located on the campus of California State University, Fresno. The school provides an accelerated college preparatory education to approximately 480 students who share a common interest in music. Students receive a strong foundation in music and the liberal arts and sciences in a small high school environment while benefiting from the opportunities available on a large public university campus. Learn more at uhsfresno.com
- **Career Technical Education Charter High School (CTEC)** – Launched by Fresno County Superintendent of Schools Jim Yovino, CTEC is an extensive educational program for students in grades 9 through 12 who are interested in simultaneously earning their high school diplomas and associate degrees while acquiring knowledge, experience, skills and certifications



in advanced manufacturing, commercial construction, and related fields. Learn more at ctec.fcoe.org

- **Fresno Compact** – This organization focuses on community-wide efforts to prepare students for the increasing demands of society and the workplace, creating environments that attract, retain, and cultivate talent, particularly among today’s students, many of whom are people of color, the first in their families to go to college, and from low-income households. Learn more at fresnocompact.com
- **Central Valley Higher Education Consortium** - A 27-member strong consortium comprised of accredited public and private colleges, universities, and community college district members. Jointly, the consortium serves over 250,000 students in the California Central Valley, a nine-county region to increase the Central Valley’s certificate and degree attainment. Learn more at cvhec.org

TRANSIT INFRASTRUCTURE

- **High Speed Rail & Station Area** - The nation’s first high-speed rail (HSR) service plans to connect the Central Valley to the Silicon Valley in less than 45 minutes by traveling over 200 mph. The HSR station in downtown Fresno is conveniently located adjacent to the central business district and will include entrances on the historic Mariposa Street, as well as within Chinatown. HSR in the Central Valley is expected to generate 20,000+ jobs annually over five years in an area that continually reports among the highest unemployment rates in the nation. Learn more at hsr.ca.gov
- **Fulton Street Revitalization** – Installed in 1964 in an effort to attract business back to Downtown Fresno, this main commercial and retail corridor was once a six-block pedestrian mall. After experiencing significant decline for more than 50 years, in 2013 the City of Fresno received a \$15.9 million TIGER grant from the US Department of Transportation to reintroduce traffic to Fulton. Following the reconstruction of Fresno’s historic main street, the Fulton corridor has attracted over \$100 million of private investment. Construction on the main street project was completed in October 2017. The Fulton Street Revitalization project budget also included \$5 million of restoration and re-curation of 19 pieces of public art, including La Grande Laveuse (Washer Woman), one of just six original bronze castings by Pierre-August Renoir and Richard Guino, and the only one in the world that is publicly accessible. Learn more at fresno.gov
- **Bus Rapid Transit (Q)** - Q provides faster, more convenient, and more reliable service than a traditional bus line. With \$56.2 million in federal and state funding, Q vehicles are modern and comfortable with off-board fare payment, all at the same fare as a regular Fresno Area Express (FAX) bus. Q’s initial route spans 15.7 miles, includes 51 station pairs, and while transit ridership is decreasing across the nation, FAX’s ridership is increasing with more than 10 million transit riders system wide reported in 2019. Learn more at www.fresno.gov

CLIMATE, LAND, & WATER

- **City of Fresno Land Use & Planning** – The adoption of the City of Fresno 2035 General Plan in December 2014 ignited a new focus on investment and development in the historic downtown core, existing central and south Fresno neighborhoods, and major transit-serving corridors such as Blackstone Avenue and Ventura/Kings Canyon. In 2015, Fresno adopted a new Citywide Development Code, creating mixed use zone districts, design guidelines for every zone district, and establishing by-right development in every zone district. In 2016, the Fresno City Council unanimously re-zoned the entire city, and for the first time in its history, its development policies (general plan), regulations (development code), and zoning are all consistent and align behind the vision of restoring a focus to the interior of the city. Learn more at fresno.gov
- **Transformative Climate Communities (TCC)** - An historic process to identify and implement investments which will



catalyze economic and environmental transformation in Downtown, Chinatown, and Southwest Fresno. As the largest participatory budgeting process in the nation, more than \$200 million in local and state funds were appropriated from California's Cap and Trade program. The intensive process took place over 90 days, involved 529 community members representing three historic neighborhoods in Fresno's urban core, and resulted in funding for 20 local projects including housing development, greenspace, solar, trails and trees, and the expansion of Fresno City College into Fresno's Southwest neighborhood. Learn more at transformfresno.com

- **Fresno Parks Master Plan** – In January 2018, the Fresno City Council unanimously adopted the Parks Master Plan update, calling for \$1 billion of additional investment in parks by 2035. Developed after years of study and community input, the plan shows that 80% of Fresno's parks are in fair or poor condition, and that the community requires the addition of 1,113 acres of parks and green space just to meet current standards. Since the adoption of this plan, there is growing community support for raising local revenue for quality of life amenities, including parks, trails, and arts. Download the plan at fresno.gov
- **Recharge Fresno** – Recharge Fresno is the City's initiative to drought-proof the city and ensure a stable water supply for the next 50 years. The locally funded initiative involves improving the pipelines and water system facilities to capture, treat and deliver water to Fresno homes and businesses from the City's surface water supplies, including water from the Sierra Nevada Mountains. In February 2015, following unprecedented public participation, the Fresno City Council overwhelmingly supported a 5-year capital plan and rate program, providing \$429.1 million of funding to complete the plan. Learn more at rechargefresno.com

CRIMINAL JUSTICE REFORM

- Fresno County has over 175 agencies and programs providing mental health, addictive disorders, substance abuse, and homelessness services. Discussions have been occurring in 2019 among these agencies around a "Community Justice Center" that would address what a continuum of care would look like for clients moving in, through, around and out of the criminal justice system. Evidence-based programs and ongoing research and evaluation would be key components of the collaboration of agencies such a Center, providing community services through 1) Advance Fresno; 2) Community Policing; 3) Restorative Justice Initiatives, and 4) Reentry Services. For more information on this proposal, please see Appendix G, "The Fresno Center for Community Justice."

CIVIC LEADERSHIP COLLABORATIVES

- **Fresno Building Healthy Communities (BHC)** – A 10-year, \$1 billion comprehensive community initiative launched by The California Endowment in 2010 to advance statewide policy, change the narrative, and transform 14 of California's communities devastated by health inequities into places where all people and neighborhoods thrive. This coalition of community and faith-based organizations, residents, and young people are working to create #OneHealthyFresno, where all children and families can live healthy, safe, and productive lives. Learn more at <https://www.fresnobhc.org>
- **Fresno Boys and Men of Color (BMoC)** - Seeks to improve the life outcomes of young men of color by engaging them in issues that directly affect their health and wellbeing. Their first-hand experiences and deep knowledge of their communities position them to be powerful advocates. The program builds on this native power by polishing leadership and advocacy skills, and connecting youth leaders to partner organizations and elected officials. BMoC is open to all male-identified youth ages 12-24 in the City of Fresno. Learn more at yli.org
- **Youth Leadership Institute (YLI)** - For 25 years, YLI has sparked the leadership of young people to solve pressing social issues related to health equity, educational equity, environmental justice, and economic justice. Through youth led



action research, youth leaders investigate community challenges and potential solutions. Because young people are profoundly impacted by policies affecting their communities, YLI brings youth to the table and works to institutionalize youth voice in the decision-making process. Learn more at yli.org

- **Fresno Community Health Improvement Partnership (FCHIP)** – FCHIP was established in 2014 by a small group of community health leaders to achieve meaningful, lasting improvements in health outcomes through the alignment and measurement of health-related initiatives. With over 400 individuals from CBOs, healthcare, education, business and government representing over 150 entities, FCHIP is the leading multi-sector network addressing health outcomes and inequities in Fresno County. Learn more at fchip.org
- **Fresno County Preterm Birth Initiative (PTBI)** – The work of this initiative began in 2015 when one out of every 10 babies in Fresno County — or 1,500 each year — was born prematurely. These rates were among the highest in the nation. With a partnership and investment from the UCSF California Preterm Birth Initiative, the Fresno County initiative goal was to reduce preterm birth rates from 10.3 percent to 7 percent by 2025, an overall reduction of more than one-third. As of 2018, Fresno County has seen an 8.4 percent reduction in preterm birth rates. Learn more at ptbifresno.org
- **Restore Fresno** - A City of Fresno initiative to improve property values, living conditions, public safety, and the overall quality of life in older neighborhoods. Since 2016, Restore Fresno has scaled from 5 to 15 neighborhoods. The program works to actively engage residents in the revitalization process; maximize the resources available for revitalization through the coordination of City Departments and stakeholders; and implement a revitalization model that is sustainable, can be evaluated based upon neighborhood specific conditions, and replicated throughout the city. Learn more at fresno.gov/
- **Community & Economic Development Partnership (CEDP)** - A cohort of resident-led, community development organizations, working together to build and strengthen a viable pipeline for resources to be delivered at a neighborhood scale in historically marginalized neighborhoods. The cohort includes Every Neighborhood Partnership and the community development organizations from Better Blackstone, Highway City, El Dorado Park, Lowell, southwest Fresno, Saint Rest, southeast Fresno, Jackson, Addams, and Robinson neighborhoods.
- **Downtown Fresno Partnership (DFP)** - Established in 2011 as the city's first Property Based Improvement District (PBID). Downtown property owners pay an additional assessment for services above and beyond those provided by the City. Services provided by DFP include business development and expansion, marketing and events, clean and safe services, and advocacy for downtown merchants. Learn more at downtownfresno.org
- **Central Valley Legislators Roundtable** - A new coordinating table launched and supported by the Central Valley Community Foundation (CVCF) in April 2018, the Central Valley Legislators Roundtable brings together the community foundations from throughout the Central Valley with the legislative staff from all federal and state legislative offices representing the Central Valley. The meetings foster valuable opportunities for better communication and coordination among legislative staff on key Valley priorities.

INDUSTRY PARTNERSHIPS AND INITIATIVES

- **Bitwise Industries** – In the last decade, Fresno's tech scene has come alive, thanks in large part to Bitwise, a marriage of real estate and technology that launched in 2013 and has since built, opened, and leased more than 60,000 square feet in three buildings of long-forgotten space in downtown Fresno. In June 2019, Bitwise announced they raised \$27 million in investment to expand to a second location in Bakersfield. Lead investors include Oakland-based Kapor Capital and New York City-based New Voices Fund. The funding also includes investment from the Quality Jobs Fund. Learn more at bitwiseindustries.com



- **San Joaquin Valley Manufacturing Alliance (SJVMA)** – The Central Valley’s manufacturing industry employs more than 105,000 people and is responsible for nearly \$15 billion of the Valley’s annual GDP. The Alliance supports this multi-billion-dollar industry through developing the workforce and other resources to enhance our competitiveness in the global market and continue to elevate the economic impact of manufacturing on the Valley. While manufacturing job growth continues to lag in California at 5.6%, recent figures show the San Joaquin Valley job growth in this industry to be on par with the rest of the nation at 13.1%. Learn more at sjvma.org
- **California Food Expo** – With primary offices based in Fresno, the Expo is an exclusive industry trade show for California food and beverage companies to connect with more than 750 pre-qualified retail and foodservice buyers, network with industry peers and showcase California’s thriving food industry. It is the only trade show designed exclusively for California food and beverage companies to connect with buyers from around the world, engage with industry peers and highlight the innovation and diversity that can only be found in California. Learn more at californiafoodexpo.com



APPENDICES A-G





APPENDIX A

DRIVE EXECUTIVE COMMITTEE & STEERING COMMITTEE PARTICIPANTS

DRIVE Executive Committee Participants*

Erica Acevedo, Jobs for the Future
Brian Angus, Fresno Economic Opportunities Commission
Diego Arambula, Central Valley Community Foundation
Miguel Arias, City Councilmember, City of Fresno
Oliver Baines, Central Valley NMTC LLC
Elliott Balch, Central Valley Community Foundation
Keith Bergthold, Fresno Metro Ministry
Natasha Biasell, Ivy Public Relations
Heather Brown, Fresno Economic Opportunities Commission
Dr. Michele Cantwell-Copher, Office of the Fresno County Superintendent of Schools
Eric Cederquist, Fresno Cradle to Career
Sandra Celedon, Building Healthy Communities
Pastor DJ Criner, Saint Rest Economic Development Corporation
Lee Ann Eager, Fresno County Economic Development Corporation
Tommy Esqueda, Fresno State University
Kelli Furtado, Fresno Housing Authority
Veronica Garibay, Leadership Counsel for Justice and Accountability
Linda Gleason, Fresno Cradle to Career
Dr. Carole Goldsmith, Fresno City College
Sabina Gonzalez-Eraña, The California Endowment
Tara Lynn Gray, Fresno Metro Black Chamber of Commerce
Ana Gutierrez, Jobs for the Future
Tracewell Hanrahan, Fresno Housing Authority
Ismael Herrera, CA Forward
Tate Hill, Access Plus Capital
Sarah Hooker, Jobs for the Future
Yen Kilday, Central Valley Community Foundation
Blake Konczal, Workforce Investment Board
Sarah Moffat, Central Valley Community Foundation
Deborah Nankivell, Fresno Business Council
Dr. Ram Nunna, Fresno State University



Will Oliver, Fresno County Economic Development Corporation
Dr. Tania Pacheco-Werner, Central Valley Health Policy Institute, Fresno State University
Artie Padilla, Every Neighborhood Partnership
Vivian Paz, Central Valley Community Foundation
Lupe Perez, City of Fresno
Dr. Alan Pierrot, Central Valley Community Foundation
Preston Prince, Fresno Housing Authority
Joe Schilling, Urban Institute
Phoebe Seaton, Leadership Counsel for Justice and Accountability
Laneesha Senegal, Vision View
H Spees, Office of Mayor Lee Brand, City of Fresno
Ashley Swearngin, Central Valley Community Foundation
Genelle Taylor Kumpe, San Joaquin Valley Manufacturers Alliance
Ashley Werner, Leadership Counsel for Justice and Accountability
Sheri Wiedenhoefer, Fresno Pacific University
Pao Yang, The Fresno Center
Geri Yang-Johnson, Wells Fargo

*Participation as an Executive Committee member indicates a commitment to the planning process and the drafting of the DRIVE Community Investment Plan. Implementation of the initiatives will require separate consideration by each individual organization.



DRIVE Steering Committee Participants*

Katy Adams, Fresno Economic Opportunities Commission
Nathan Ahle, Fresno Chamber of Commerce
Rachel Alexander, New America CA
Andrew Alvarado, Central Unified School District
Miguel Arias, City Councilmember, City of Fresno
Gilda Arreguin, Fresno Economic Opportunities Commission
Susan Arriola, Fresno City College
Celia Arroyo-Maldonado, Central Valley Community Foundation
Lynne Ashbeck, Valley Children's Hospital
Kacey Auston, United Way
Dr. Antonio Avalos, Fresno State University
Lee Ayres, Tree Fresno
Elliott Balch, Central Valley Community Foundation
Christine Barker, Jane Addams CDC
Wendy Batti, Greater Fresno Area Chamber of Commerce
Erin Bell, Fresno Economic Opportunities Commission
Dr. Lori Bennett, Clovis Community College
Danielle Bergstrom, Fresnoland
Donna Berry, Reedley Community College
Mike Betts, Betts Company
Natasha Biasell, Ivy Public Relations
Mayor Lee Brand, City of Fresno
Jerry Buckley, Reedley College
Lindsay Callahan, United Way
Tony Canales, Northern CA Carpenters Regional Council
Dr. Michele Cantwell-Copher, Office of the Fresno County Superintendent of Schools
Dr. John Capitman, Central Valley Health Policy Institute, Fresno State University
Paul Caprioglio, Council President, City of Fresno
Diane Carbray, Boys & Girls Clubs of Fresno County
Tony Carr, Halloran Foundation
Esther Carver, Lowell Neighborhood CDC
Paula Castadio, Fresno State University
Eddie Castaneda, Central California Hispanic Chamber
Dr. Joseph Castro, Fresno State University
Cary Catalano, Catalano Fenske & Associates
Dr. Kathryn Catania, Office of the Fresno County Superintendent of Schools
Sara Cerkueira, Tree Fresno
Jimmy Cerracchio, Downtown Fresno Partnership
Monica Chahal, Clovis Community College
Karin Chao-Bushoven, Fresno Economic Opportunities Commission



Chanelle Charest, Bitwise Industries
Erik Cherkaski, Fresno Regional Workforce Development Board
Carol Christenson, Fresno Cradle to Career
Chanel Conley, Fresno Metro Ministry/Better Blackstone
Gayle Copeland, Fresno Pacific University
Monty Cox, Fresno Economic Opportunities Commission
Renee Craig-Marius, Reedley Community College
Jennifer Dacquisto, Bank of America
Shantay Davies-Balch, March of Dimes
Mikel Davila, CA Governor's Office - Business & Economic Development
Ketti Davis, Central Unified School District
Jeff Davis, Fresno Economic Opportunities Commission
Marco De La Garza, Clovis Community College
Emily De La Guerra, Fresno Housing Authority
Ivonne Der Terosian, St. Agnes Medical Center
Loren Dubberke, Fresno Area Community Enterprises
Dr. Benjamin Duran, Central Valley Higher Education Consortium
Joan Eaton, Fresno State University
Grecia Elenes, Leadership Counsel for Justice and Accountability
Jon Endicott, Fresno Pacific University
Lowell Ens, EPU Children's Center
Jon Escobar, Fresno Economic Opportunities Commission
Felicia Espinosa, Root & Rebound
Thomas Esqueda, Fresno State, Water & Sustainability/WET Incubator
Katie Fleener, Fresno Pacific University
Bryn Forhan, The Forhan Company
Craig Fourchy, Central Valley Community Foundation
Sally Fowler, Fresno Unified School District
Benjamin Francis, WET Center/California State University, Fresno
Brooke Frost, Fresno Cradle to Career
Kelli Furtado, Fresno Housing Authority
Annabelle Gamez, Fresno Economic Opportunities Commission
Michael Garcia, Fresno Economic Opportunities Commission
Misty Gattie-Blanco, Fresno Economic Opportunities Commission
Emilie Gerety, Clovis Community College
Paul Gibson, Boys & Girls Clubs Fresno County
May Gnia, Stones Soup Fresno
Dr. Carole Goldsmith, Fresno City College
Gil Gonzales, Aprise
Fabiola Gonzales, First 5 Fresno County
Rhoda Gonzalez, Fresno Economic Opportunities Commission
Marek Gootman, The Brookings Institution



Matthew Grundy, Habitat for Humanity
Jordan Gustafson-Sanchez, Bitwise Industries
Omar Gutierrez, Fresno City College
Hank Gutierrez, Office of the Fresno County Superintendent of Schools
Lydia Gutierrez, Fresno EOC/Valley Apprenticeship Connections
Claudia Habib, State Center Community College District
Lataria Hall, Fresno City College
Andrew Haussler, City of Clovis
Tim Haydock, Youth Leadership Institute
Rebecca Heinricy, Fresno Economic Opportunities Commission
Carolyn Henke, UCSF Fresno
April Henry, Highway City CDC
Belinda Her, Fresno Economic Opportunities Commission
Tate Hill, Access Plus Capital
Alix Hillis, First 5 Fresno County
Angela Hiyama, Comcast
Dr. Linda Hoff, Fresno Pacific University
Jessica Hoff-Berzac, UPholdings, LLC
Jackie Holmes, El Dorado Park CDC
Susan Holt, Fresno County Department of Behavioral Health
Dave Holtermann, Central Unified School District
Carlos Huerta, Fresno Pacific University/Center for Community Transformation
William Jackson, Fresno Economic Opportunities Commission
Mark Jackson, Pi Shop Product Incubator
Amber Jacobo, Office of the Fresno County Superintendent of Schools
Lupe Jaime-Mileham, Office of the Fresno County Superintendent of Schools
David Jansen, Fresno Unified School District
Gloria Jenkins, Fresno Unified School District
Marco Jimenez, Children's Services Network
Carole Johnson, Clovis Unified School District
Marc Johnson, Fresno Compact
Nasreen Johnson, Fresno Economic Opportunities Commission
Elizabeth Jonasson, Fresno Economic Opportunities Commission
Adrian Jones, Beneficial State Bank
Lynne Jones, Fresno Economic Opportunities Commission
Dr. Joseph Jones, Fresno Pacific University
Adela Jones, Sanger Unified School District
Ana Jovel Melendez, Office of Assembly Member Joaquin Arambula
Andrea Kennedy, Santé Health
Sue Kincaid, Fresno Community Health Partnership
Brian King, Fresno Economic Opportunities Commission/Street Saints
Dr. Ed Klotzbier, UC Merced



Becky Kramer, Comprehensive Youth Services
Orquidea Largo, UC Merced
Jackie Lazzarini, Fresno Economic Opportunities Commission
Charisse Lebron, Fahr LLC
Youa Lee, El Dorado Park CDC
Malisa Lee, California State University, Fresno
Annette Leifer, Central Valley Foundation
Maria Lemus, Office of State Senator Melissa Hurtado
Rey Leon, San Joaquin Valley LEAP
Jose Leon Barraza, Southeast Fresno Community and Economic Development Association
Andy Levine, Faith in the Valley
Nicole Linder, Marjaree Mason Center
Cassandra Little, Root & Rebound
Megan Lopez, Chevron
Don Lopez, Fresno City College
Sara Lopez, Fresno Economic Opportunities Commission
Tim Lopez, Sanger Unified School District
Jennifer Lopez, Valley Innovators
Kiel Lopez-Schmidt, Community Vision/CA Fresh Works
Dr. Mitzi Lowe, California State University, Fresno
Cori Lucero, UC Merced
David Luchini, Fresno County Public Health Administration
Jenna Lukens, Fresno Economic Opportunities Commission
Tami Lundberg, Fresno Unified School District
Scott MacCormac, JPMorgan Chase
Kurt Madden, Fresno Unified School District
Virginia Madrid-Salazar, Central Valley Higher Education Consortium
Supervisor Nathan Magsig, Chairman, County of Fresno Board of Supervisors
Tiffany Mangum, Southwest Fresno CDC
Elaine Martell, Chinatown Fresno Foundation
Amalia Martinez, Fresno Economic Opportunities Commission
Ana Martinez, Fresno Economic Opportunities Commission
David Mas Masumoto, Central Valley Community Foundation
Claudette Matz, State Center Community College District
Kimberly McCoy, Fresno Building Healthy Communities
Wendy McCulley, Fresno Unified School District
Autumn McDonald, New America CA
Kina McFadden, Eye Connect Dots
Michael McGear, Upwork
Kelsey McVey, Fresno Metro Ministry/Better Blackstone
Kim Mecum, Fresno Unified School District
Ana Medina, Access Plus Capital



Lenny Mendonca, CA Governor's Office - Business & Economic Development
Kendelynn Mendoza, Reedley Community College
Patricia Mendoza, West Fresno Family Resource Center
Dr. Christopher Meyer, Fresno State University
Emil Milevoj, Lyles Center for Innovation, Fresno State University
Patience Milrod, Central California Legal Services
Jan Minami, Chinatown Fresno Foundation
John Minkler, Fresno County Civic Learning Partnership
Gwen Morris, James E. Aldredge Foundation
Randy Morris, Washington Union Unified School District
Rich Mostert, Small Business Development Center
Salam Nalia, Access Plus Capital
Dr. Robert Nelson, Fresno Unified School District
Ken Newby, Fresno Business Council
Angie Nguyen, Fresno Housing Authority
Cherella Nicholson, Saint Rest Community EDC
Brandy Ramos Nikaido, UCSF Fresno
Jamie Nino, Sanger Unified School District
Hannah Norman, First 5 Fresno County
Dr. Eimear O'Farrell, Clovis Unified School District
Yery Olivares, Fresno Area Hispanic Chamber
Bruce O'Neal, Tree Fresno
Amy Orr, Heron Foundation
Natalie Ortiz, Fresno County - Scheduler Jean Rousseau
Dr. Paul Parnell, State Center Community College District
Debbie Parra, Clovis Unified School District
Marc Patterson, Fresno Unified School District
Eric Payne, State Center Community College District
Robert Perez, Central Unified School District
Lupe Perez, City of Fresno
Dr. Michael Peterson, Dean, UCSF Fresno
Diane Phakonekham, Big Brothers/Big Sisters
Amy Lopez Phillips, EdD, UCSF Fresno Latino Center for Medical Education and Research
Dr. Alan Pierrot, Central Valley Community Foundation
Robert Pimentel, Fresno City College
Rosa Pineda, Fresno Economic Opportunities Commission
Joe Prado, Fresno County Public Health Administration
Kim Quesada, Fresno City College
German Quinonez, First 5 Fresno County
Supervisor Sal Quintero, County of Fresno
Naomi Quiring-Mizumoto, Fresno Economic Opportunities Commission
Monica Ramirez, First 5 Fresno County



Yolanda Randles, West Fresno Family Resource Center
Daniel Renteria, Tower District EDC
Emilia Reyes, First 5 Fresno County
Angel Reyna, State Center Community College District
Shawn Riggins, Fresno Economic Opportunities Commission
Mark Riley, Bank of America
Chuck Riojas, FMTK Building Trades Council
Alicia Rios, State Center Community College District
Tim Rios, Wells Fargo
Elaine Robles-McGraw, Jane Addams CDC
Margarita Rocha, Centro La Familia Advocacy Services
Eduardo Rodriguez, Fresno Housing Authority
Ashley Rojas, Fresno Barrios Unidos
Julio Romero, Fresno EOC - Health and Dental Services
Lucy Ruiz, State Center Community College District
Lindsay Sanders, Fresno Unified School District
Gurminder Sangha, Fresno City College
Luis Santana, Reading and Beyond
Dillon Savory, Central Labor Council
Craig Scharton, California Manufacturing Technology Consulting
Joe Schilling, Urban Institute
Vanessa Schneider, Fresno Economic Opportunities Commission
Sierra Scott, Fresno Economic Opportunities Commission
Andrea Shabaglian, Made for Them
Kathleen Shivaprasad, Fresno Economic Opportunities Commission
Phil Skei, City of Fresno
Jennifer Smith, Sanger Unified School District
Terry Solis, Bitwise Industries
Dr. Matilda Soria, Office of the Fresno County Superintendent of Schools
Melissa Soto, Fresno Economic Opportunities Commission
Chrystal Streets, Fresno Economic Opportunities Commission
Greg Streets, Fresno Economic Opportunities Commission
Jane Thomas, Fresno Economic Opportunities Commission
Trustee Keshia Thomas, Fresno Unified School District Board of Trustees
Linda Thomas-Matoian, West Hills Community College District
Kris Thompson, Central Unified School District
Rod Thornton, Central Valley Community Foundation
Annette Thornton, Fresno EOC - Women, Infants and Children
Kira Tippins, Clovis Community College
Jenny Toste, Realty Rescue TV
Patrick Turner, Fresno Economic Opportunities Commission
Michelle Tutunjian, Fresno Economic Opportunities Commission



Dale Van Dam, Reedley Community College
Sandra Vidrio, Fresno Area Hispanic Foundation
Dr. Joshua Viers, UC Merced/CITRIS
Jacob Villagomez, Office of State Senator Melissa Hurtado
Malia Villarreal, California Teaching Fellows Foundation
David Wear, Fresno Economic Opportunities Commission
Sharon Weaver, San Joaquin River Parkway & Conservation Trust
Pete Weber, CA Forward
Dora Westerlund, Fresno Area Hispanic Chamber
Dr. Randy White, Fresno Pacific University/Center for Community Transformation
Joe White, Jackson CDC
Cheryl Whittle, California State University, Fresno
Veronica Wilson, Fresno Economic Opportunities Commission/Street Saints
Davena Witcher, AMOR (Alliance for Medical Outreach & Relief)
Erica Ybarra, Fresno Cradle to Career
Superintendent Jim Yovino, Fresno County Superintendent of Schools
Dan Zack, City of Fresno
Dr. Matthew Zivot, Fresno State University

*Participation as a Steering Committee member indicates a commitment to the planning process and the drafting of the DRIVE Community Investment Plan. Implementation of the initiatives will require separate consideration by each individual organization.



APPENDIX B

DRIVE Steering Committee Participant Feedback

July 10, 2019 – Steering Committee Kickoff Meeting #1

Enablers Responses:

- All need to invest in this region. i.e. State, local government, the people, industry, philanthropy
- Missing civic responsibility service to community youth in schools. Adult model – all sectors
- Community economic development partnership. (Artie & Keith rock!)
- Adult Education: digital literacy, financial literacy, ESC
- Broadband: infrastructure access, increase, adoption
- Neighborhood services & code enforcement are great in helping protect our neighborhoods.
- Fresno is shifting from I to we.
- We must work on education and job placement for African Americans.
- We invest “all in” in our neighborhoods of greatest need.
- High impact practices in education on “learning by doing”
- Preschool for all
- Starting an investment fund in Fresno for Fresno. It could make more capital available for local projects
- We need to come together as a community and develop a plan to open up the 6,500 industrial areas for future growth and jobs in Fresno. We have the space, but we need an EIR underway. Let’s come together and use this investment to solve many of the issues we face. Jobs!!!
- More dual enrollment in High School to allow a two-year bachelor attainment
- Develop jobs and neighborhoods for college completers. We need to retain our graduates.
- We have to create more high paying jobs in Fresno and allow incentives to employers to locate here.
- All students can go forward with education that leads to careers
- We need marketing videos to address these areas/stats!
- Tell high school students about open industries and potential well-paying jobs and paths to get there.
- If we build the proper infrastructure, business will come.
- Recognizing a problem is a start to solving it.
- Build high quality economic diversity, establish a vision as to how all can participate in that diverse economy, and have



education support systems which enable it.

- Communication commitment
- Offer loan repayment assistance programs to attract and retain locals who obtain certain types of degrees (maybe all 4 year and up degrees?)
- Tax advantage opportunity zone and tax incentives for small businesses
- Invest in local CBO, CDC, and EDC.
- Workforce development
- Decision making with multi-level disciplinary, cultural, and socio-economic communities to create a coalition that will make a difference.
- There needs to be a shift to a new path. A game changer led by the private sector.
- How can Fresno build a flourishing economy when the largest percent of jobs and pay is government jobs, which does not create income with taxes? A living wage is necessary.
- Time and health are two precious assets that we don't recognize and appreciate until they have been depleted. He who has health has hope and he who has hope has everything.
- At the core, this is about children, all children "being seen" and creating equitable improvement strategies.
- This can work because it is BIG. BIGNESS needs/can create awareness, engagement, and execution.
- The likelihood of a goal being achieved is directly proportional to the number of senses one can involve in 'experiencing' that goal.
- Investment
- Must be willing and design the infrastructure to support deeply understanding of realities of circumstances faced by our children and families so solutions are designed to be effective.
- Get our residents involved in the conversations early and often.
- Downtown is finally changing. Keep up the investment.
- We need to treat human capital as an asset and help upskill our community to provide better career opportunities.
- Education is key. We must improve educational outcomes at all levels to improve our community and region.
- 200 people in this room, committed to our neighbors, can make a change.
- Nothing about us without us.
- Getting it right this time will require people of color at the center. This cannot be race neutral.
- Early childhood development
- Let's push ourselves to keep an 'asset based' approach to this work.
- Must have a very specific strategy for how to improve incomes for workers in low wage industries, e.g. Ag, retail, hospitality.
- There is greater collaboration and willingness to address issues than ever before.
- Education success in early grades at high levels in areas of poverty will make change.
- We need to look at data and realize it means Human Capital: our children, families, etc. we all need to work harder to help lift them up and teach them to be self-sufficient.
- Small businesses in urban communities enable resident's access to jobs and resources. We need to magnify their capacity to grow & sustain neighborhoods.



- I'm very interested in the overlap of all data points at the CT level – which neighborhoods have great needs in all areas? Are we investing there? Are they empowered there to be part of the problem solving & solution?
- There are people here who are experts in economic development, neighborhood empowerment and human capital which are all inter-related. This is a start but how do we work together better because we all have a piece of the puzzle but aren't strong separately.
- Birth control must be readily available.
- Urban and rural connectivity.
- Data shows that all these issues are interconnected. Neighborhood Economic Human – It's going to be a huge enabler that we have all these people in a room working together because no individual sector can solve the issues alone.
- Creating an environment of 'warm hand-holding' of our City's residents. What supports do our residents need? Where are the transition places? High school to college?
- Fresno is such a huge influencer on the region. Is this a Fresno City effort or an effort that takes in the Fresno sub-region and surrounding towns?
- All this data goes out the window if and when High Speed Rail goes live.
- Community members participating that truly care about our community.
- Young population
- Under-resourced families thrive best in caring communities that can walk and support over years and years.
- DRIVE participants are deeply concerned with the well-being of the community.
- There is civic infrastructure that has not been fully leveraged. This is untapped resource.
- Entrepreneurship
- Enabling people with education is an underlying theme. What are the stats in average degrees?
- Higher levels of lead in children's blood than in Flint, Michigan.
- Progress starts with self-reflection; holding up the mirror continuously.
- People willing to have real and honest conversations about the real issues – including race and inequalities.
- R&D and IP/start up investment requires talent and capital. Talent comes from research universities and capital comes from the Silicon Valley VC arriving by High Speed Rail. Finish the job Gavin!

“Ah Ha” Moment Responses:

- We need a lot of better/high quality jobs to drive long-term growth
- What are we doing to get kids ready for kindergarten, especially in rural areas? (Do we have preschool for non-English speakers?)
- Racial/economic disparities – 59th out of 59th metro areas – our challenge must be addressed across sectors/communities.
- Fresno is already a great community. Imagine how much greater it will be once this DRIVE initiative is implemented.
- I know this data! I've lived this reality! Welcome to the transformation TEAM!
- I'm surprised and disappointed at how ignorant some of our leaders are about race, equity, and equality. During our table discussion, a powerful business leader said he didn't believe that women and people of color earn less for the same work. WTF? He also said that people “choosing not to work” are why black and Hispanic people are poor. He said



he had never been part of any conversation about race, and he doesn't understand what equity means. Or how/why it matters for this conversation. He suggested we take out "reduce racial disparities" from the goal sheet because it doesn't inform differences in wages/employment. He believes it's the other way around... wages first, then race! I am SHOCKED at how uninformed he is. And how resistant he was to hearing other points of view. Sadly, he will be whether we address equity, so he has no incentive to learn. We have a lot of work to do to educate people on the why and how (BTW it's not enough to say "it's not my job to teach white people") b/c they are not going to learn in their own worlds. So, let's work together to enlighten and show them how to be a good white (powerful) ally.

- Rigor, Relevance, Relationships
- Individual choices, rooted in emotion (often fear), sit under economic segregation and disparities we see. How can DRIVE work at the individual level to create connections and increase trust.
- Must have a community wide campaign for strengthening family stability.
- There is a lot of work that needs to be done to create action based on everything we learned or already know.
- How can I "move" the Black community into just one data point from negative to positive – MBP
- "It gets really uncomfortable really quickly when you're being real." – Oliver Baines
- One day, the success of Fresno (& California) will be measured by the wellbeing of its youngest children.
- We need to support our pregnant women for full-term deliveries of healthy babies. Being born healthy is a gift for a lifetime. Everything begins with a foundation.
- An investment into your community is really an investment in yourself.
- Fresno is at the table and will NEVER be on the menu again!
- Racial disparities are tied to land use policies. We all contributed by allowing and continuing to not review or change policies.
- Change must start by disrupting the status quo of neighborhoods!
- We perform at a high level of mediocrity – and we accept that. Must reduce mediocrity
- Creating change must start from the root cause. Not the small indicators.
- "Structure function" relationship between neighborhood affection, education, and economic opportunities.
- Local investment is key to progress
- Ag Biotech can be gateway into other biotech investment in the Valley!
- Everything we do should be measured by how much it lofts the chairs off of people to live up to their full potential. We should always start with who is pushed down and imprisoned the most in society.
- Make Fresno a Blue Zones city.
- RACE cannot define OPPORTUNITY
- "People don't invest in pity; they invest in success." STOP using so much energy continually exposing our gaps. Asset-based leadership.
- All of our problems are interconnected.
- Three keys: education, workforce development, neighborhood improvement.
- Fresnans are willing to address racial economic disparity. It's the first step. – Shantay
- Love for Fresno will take those who were born here to stay here.
- Increase in 20% the number of college graduates will make significant change



- Provide a space/forum for resident's voices and experiences to be reflected in initiative.
- Issues are multifactorial with many implications for a domino effect. Solutions must be broad based and have the same domino effect to produce the greatest impact.
- What can Fresno do to invest more in R&D? This helping hand what is working and perhaps finding innovative ways to address our biggest issues.
- We are a City with many disadvantaged people, but most of what we build is designed for advantaged people. This makes it hard to get ahead.
- We need to do something(s) that are interesting.
- One thing to needed changes Surplus jobs vs. Shortages

Questions/Comments:

- Rural community integration and connectivity
- Is the nature of higher education changing? Emphasis on higher degrees vs. skills?
- The San Joaquin Valley is on the rise, yet still lacks the respect and attention it deserves and needs.
- Lots of valid talk about our challenges – more talk needed about our strengths and opportunities!
- I hope we get something done with this
- Food insecurity AND lack of supermarkets very closely related.
- Walt Disney stated it best: "The way to get started is to quit talking and begin doing."
- Fixing development from 50 years ago does not equal equitable. Equity needs to be part of the discussion.
- Racial equity needs to be front and center
- Being able to do a deep dive on sectors to show what degrees are moving out of the area. Where can we concentrate as a community/education provider?
- To transition our community, we need to mechanize inclusion through policy and people. Change the culture in business and government/institution policy and be willing to provide access.
- Break the cycle – go to the root of the problem – start there. Example: Education is a 3rd grader isn't reading at an acceptable level back up to the beginning – is that pre-school. And if it is, make it available, not \$800.00 a month for 3 mornings a week.
- This work cannot be a 'let's fix Fresno' body of work and focus. We must look beyond city boundaries and make this a regional effort!
- There are so many 'invisible' people that aren't on anyone's radar. Obviously, they bring the data point in a downward direction.
- Fresno the Region
- We look at a million maps and stats and we already know the outcome, so what are we to do to change it?
- We need to get comfortable with economic mobility for LMI/POC throughout our City. Access to transportation, workforce and skills building entrepreneurship.
- People are judgment of others, and it closes the doors for people of color to have an opportunity to become successful.
- When do we, and how do we, include the voices of those actually creating the statistics?



- An individual's health plays a major role in their future roles and success: parent, worker, spouse, child.
- This is complex, and we need new creative solutions!
- Inclusiveness must address assimilation of responsible undocumented immigrants and distinguishing them from bad actors.
- Where is information on criminal justice and its effect on perpetuating racism/poverty?
- Addressing these issues won't truly happen unless all segments are included. Where's the biggest employers? Where are the people who are currently putting folks to work in Fresno?
- What areas in Fresno MSA are having success? Can we build on that?
- Concern: Let's start measuring human capital from the moment a child is born in Fresno.
- Do we have the will and skill to aggressively disrupt the inequities in our region? We know and have known is this time different?
- Where are the Asians and API serving orgs in the room?
- Make more of a line between highways and sprawl and poverty and fiscal stress.
- Fear of each other slows or halts progress. Undocumented folks fear for their livelihood and don't speak out and affluent folks fear crime and unknown and take flight to north Fresno.
- How do we include the people at the bottom who are not here? (Someone else wrote on the sticky note that they second this comment).
- Post-data walk: Now that we know, what will we do? How far will we go? What sacrifices (ideological, financial, and political) will we make? – Ashley Swearingin
- Rural connectivity
- Our greatest foe in the battles ahead are the rates of math and reading literacy in our children. – Paul Gibson
- To close wealth gaps, the wealth has to come from somewhere. And we don't have the industries that make this possible.
- Elected officials who throw grenades in the form of provocative sound bites designed solely to create a stir without offering useful solutions. Where is the leadership??
- In order for businesses to invest, there has to be a business-friendly environment. Having extreme EI / social justice / anti-development positions will hinder economic development.
- U.S. economic and tax system
- Health is missing from every lens in a meaningful way!
- The region is more than the City of Fresno. The 'health' of every community in this county matters.
- Status Quo Leadership
- How do we inspire others to care enough about our challenges so we all row in the same direction? Call to action.
- Stop thinking of people as 'them' are the problem and 'us' are the solution.
- The road to shared prosperity is paved not with good intention but innovation.
- Elected officials whose re-election platforms thrive on divisiveness.
- Diverse people with different backgrounds, experiences, expertise getting out of their comfort zone to listen, and understand the root causes that are leading the difficulties in the Fresno area. From that comes solutions.
- I heard: We need to actively work on reducing disparities through our hiring practices. I thought: We need to start with actively promoting colleges or higher education in our lower income neighborhoods.



- How will the low-income families be aware of the impactful resources being developed to help succeed and thrive in their neighborhoods? How to set more engagement?
- We cannot create an inclusive and vibrant economy without addressing underlying causes of inequity, which requires policy change and new and different ways of doing things. Not necessarily funding ongoing projects without modification.
- Fresno (the Central Valley) has a tremendous number of adults with some college. How do we create capacity and resources to help them finish their degrees?
- Fresno is like Rome. These efforts are around Rome. How about the rest of the Empire (Country)?
- Lots of strong voices in the room.
- Brave conversations
- The awareness of others is not limited to the clear areas of struggle but to the other people sitting next to us in this room. Being able to not only fight for the change you want to see, but seeing my value or others need for change. And then ultimately living that as an individual.
- What city or cities can be looked to as role models?
- Limited funds to appropriate targeted areas. Flexibility for services to be provided to ALL Fresno county zip codes that are identified low-income under federal poverty income.
- The farther away you are from the problem the easier it is to philosophize about it.
- Nice to know: Who is in the room? We are assuming business is not in the room.
- Too many categories on the poll.
- How can we add value and elevate non-college trade jobs and needed vocations to our communities?
- How does low rate of math and reading scores in high school result in a diploma? What is in place now to address mentoring/tutoring?
- Addressing mental health in our community is paramount.
- What about rural communities? They play an integral role when discussing a regional approach.
- Pick something and get behind it, even if it's not your thing.

Disablers Responses:

- Will the community members we serve and represent be willing to join us in the DRIVE to a better future? Who and how will we bring them along?
- A focus on individual level assumptions about root causes (self-destructive behaviors, not valuing education) vs. looking at systematic blaming to job/education access, including systematic racism (redlining, policing, etc.)
- Power to change circumstances in Fresno is not given – and likely not shared – it must be developed through organization by those who want to create real change.
- Working in silos.
- High cost of transportation including disproportionate price of gasoline compared to other states.
- Healthcare: “One of the biggest problems in healthcare is we pay for treatment of illness, but we don’t pay for the advancement of health.” – Diana Dooley
- Internet access is a barrier to education and economic growth.



- Be willing to be comfortable with being uncomfortable
- Inclusion? Why leave out the Asian?
- We need to address redlining, bank CRA evaluations, report cards on lending and to whom, mortgage and small business, etc.
- Not including most impacted in dialogue for development of their own communities and city.
- We need stronger families.
- Lack of high-quality jobs across education levels. Without can't create prosperity for locals or attract outside talent to make Fresno their home.
- Address response "You can't give us less!"
- No representation of S/E Asians.
- How willing are we to reckon with our past, heal, and move differently? Unlearning institutionalized inequity?
- Lack of capital investment in Fresno.
- The statistics only show a partial picture of what really is happening in our fragmented Fresno.
- ACES and mental health
- Let's get over this idea that we must compete amongst ourselves for resources – when one segment of our community is lifted, the WHOLE community is lifted.
- What are we doing about training those 'unemployable' residents to fill the gaps in our industry jobs?
- Funding & publicity for entrepreneurs and hubs. LACK OF
- Meaningful conversations on racism and discrimination HAVE TO BE followed by real changes in how we do things.
- We have to continue to openly speak about racial disparities, structural oppression in the same conversations as we speak about economic access and success. It's not about wanting pity! But a chance for SUCCESS!
- Embrace innovation and quit over-restricting everything in CA.
- Success is for everyone, but you must have a desire. Equal opportunities through all networks.
- Prioritizing all of Fresno or too many regions might be too ambitious. Use data; assess the condition that would fast track improvement for the neighborhoods of the greatest need.
- We're missing representatives from the Health sector today.
- Failing is not an option
- Block: mental health issues – ACES. Need increased providers – issues don't follow school year.
- African Americans and Hispanics should move to be more supportive of each other... not sure why this separation is being fueled.
- Old guard attitudes/ resistance to change
- Poor self-image
- Recognize that those who hold power are likely benefiting from the status quo. How to reshape/reallocate power?
- Certain institutions and/or individuals benefit from current status, how do we educate them on the value of change?
- Blockers: Policy changes needed at levels beyond our control.
- In order for our region to prosper and to thrive economically we have to foster dialogue with and between everyone. This includes those that are benefitting from the current state of oppression.



- Fresno's current economy depends on food and ag and that depends on water – water that's rapidly disappearing because of climate change and the Brown water overdraft. What happens to Fresno once the water disappears?
- We are potentially asking families to choose a path that would offer less and less assistance and further down the road/pathway as families being to approach/attain a livable wage, they would begin to stop qualifying for various assistance programs. There is a sense of security families have with the assistance they regularly receive. Maybe they don't know what it's like to not have any assistance from programs. Supporting families through this type of transition would be vital.
- Every organization adopts DRIVE principles. Each Board, Council on their agenda items acknowledge compliance or non-compliance with the DRIVE principles. – Joe Prado
- Conversations of racial equity are hard for government systems, no one wants to be seen as racist, but you have to take ownership and corrective action to solve the problem. – Eric Payne
- How are we addressing the impact of the criminal justice system on all 3 impact sectors?
- Economic inclusion, what opportunities are we growing in Fresno.
- This work is about people. Too often we focus on faceless system (education, economic development). It's about both.
- That white vs. colors is still 'alive and well'
- Engineering jobs pay the most. Most engineering students drop out because the math is too hard. Math is too hard because the level of math instruction is poor because we pay teachers crap. Increase pay to increase economy. \$\$
- General Fund, City of Fresno. We do not have the general fund resources to maintain what we have built. We must find ways to increase/reallocate general fund and create new streams of revenue.
- K-12 counseling needs to focus on promoting higher education opportunities in Fresno rather than counseling top tier students to head north or south to 'prestigious' universities. Excellent higher education opportunities exist here.
- If we believe social determinants are totally predictive of future success, we could fall into a trap of waiting until all of those are addressed and move too slowly.
- Working against apathy and lack of concern from people in north Fresno.
- The fact that we measure data in comparison to white population outcomes indicates race is the foundation of economic success. Racism is very much prevalent and is the main barrier.
- POLITICS
- We are an anathema to venture capital because we are deficit-based thinkers. People back those they feel are soon to be winners.
- Our own agendas hold us back from doing the real work.
- If we truly are concerned about race, let's truly look at equity across all entities.
- We need a community "data cloud" we can utilize to build a stronger understanding of the challenges we face and the solutions we promote.
- Not recognizing and respecting what the community has been saying for decades of what doesn't work. Respect, support, and elevate community knowledge, expertise and level experiences.
- Need a vehicle for investing in our own community.
- "US" It's one thing to say we are committed to change, it's another thing for 'US' to remember the commitment.
- Access to opportunities outside of educational system. Relationships, jobs, diverse skills, apprenticeships.
- Because underemployment is harder to see via empirical data it's harder to gauge and address.
- Stop subsidizing industries/companies that haven't yielded results we desire.



- Feels there are large programs/organizations who command large money, but those P's/O's aren't moving the needle. How do we redistribute those monies where the money goes to real, measurable outcomes and not simply organizations with the best grant writers?
- Many times, the money given for the community never reaches the community.
- Fresno has an over-concentration of low-wage jobs and keeps attracting these – forcing people to be underemployed.
- Venture capital investment per capita: Fresno: \$33, CA: \$6,997 – Why?! How do we fix this?
- White segregation has worsened since 1980! Not 1950! This is a current pattern based on current values. Not a thing of the past, but alive and well.
- What could block us is not being ambitious enough. We need to think big and far reaching.

July 18, 2019 – Steering Committee Kickoff Meeting #2

Responses to Neighborhood Development Initiatives

Slide: 15 – Neighborhood Wealth Creation for Communities of Color

- Where is the individual buy-in and learning of money management? Book “when helping hurts” Increase entitlement mentality for youth, not work ethic.
- Build financial literacy that is tied to employment, entrepreneurship, and homeownership.
- Mixed neighborhoods provide funding for POC to move throughout Fresno
- Create social enterprises for Neighborhoods
- McLane HS has a bank on campus – perhaps put banks on all HS campuses. Develop financial curriculum to support.
- Provide micro-grants to remove credit barriers (i.e. education loans) invest in business minded residents that have an interest in starting a business.
- Universal basic income
- There's no communication with many of these entities many just seek money but don't do the work. There needs to be a pipeline with council and creating jobs in low income families.
- Need for financial literacy to be part of this college financial aid issue how to hold some back for emergencies.
- Other resources to generate wealth and work ethic and drive
- Provide wealth + growth programs and/or training for POC middle class
- Prop 13 issues do not give City enough resources
- Need network of mentors or advisors to walk with individuals to help them access opportunities and gain knowledge for business creation or entrepreneurship.
- Incentives for businesses to locate and underserved neighborhoods and hire regional workers. Micro-grant mechanisms to grow businesses.
- Support organizations that will under write loans. Get banks involved.
- Develop ways to facilitate home ownership in low income neighborhoods.
- Include our local small business development centers as support for educating and providing small business loans



(where applicable)

- Direct investment can lead to employment within the community.
- Vision View minority business incubator could be a perfect case study to verify if this concept could work.
- Asset acquisition and asset transfer
- Racial reconciliation can also happen in neighborhood context.
- Down payment assistance and help with old existing utility bills
- Why are we not addressing the Cause as well? It seems like we are reacting.
- Do we know how many people in our community are facing this problem vs more urgent day to day needs?
- Very low-income families may not have \$1 or \$3 to save. Psychologically, it is difficult for people in crisis/stress to think long term.
- Laudable goal – Who/how is it initially funded?
- Financial literacy training and education is very much needed.
- Utilize the asset of faith institutions embedded in our poorest neighborhoods as portals for financial literacy training.

Slide 20 – Community-oriented Corridor Development

- Policy work to limit sprawl and increase resources to older neighborhoods.
- AG easements and protect Ag land at peri-urban to control City sphere growth.
- Better Blackstone is an amazing effort more in the community need support.
- Incorporate more artwork
- Need to improve transportation options and limited green options
- Agree about 1st impressions, need to improve/beautify corridors throughout Fresno, including Freeway 99
- Missing: Investment in renewable energy and weatherization for low-income households.
- Transit for the rural community would allow opportunities for employment to those in the rural area by allowing them to get to work. Also allows people with no transportation to come into Fresno businesses.
- Create investment fund for local business to startup and thrive in these corridors
- Parks and green spaces should be a part of the corridor
- Kings Canyon to Ventura Street to California Avenue
- BET needs to be a focus for SW Fresno, especially with FCC/TCC/etc. happening now in SW Fresno
- How does this benefit rural communities with close/near spheres of influence? Need more geo-inclusivity.
- Explicitly including California avenue on Elm street in Southwest Fresno
- Need to require transportation connects to rural communities or stops. More funding/ expand existing rural transit system.
- Include Chinatown
- Prioritize investment and action to Southwest corridor. Shouldn't be TBD. Include transportation systems and alternate modes of travel connecting residents to opportunity within and outside city.
- Stop taking money for Southwest Fresno for Downtown projects!



Slide 19 – Downtown Revitalization 2.0

- Think Ferry Building in SF or Pike Place in Seattle
- Continue business investment/owner incentives
- Need to create more homeownership opportunities: Townhomes, condos, single family houses. Live and work
- Walkable, green, and hip downtown is needed. Condos, shops, and coffee shops, etc.
- Pressure of absentee landowners to free up land and buildings for development.
- CDFI/Collaborative opportunity fund. Access Plus Capital. Community Vision. Self Help Federal CCU New market Tax Credits.
- Biotech can be targeted for location in the Central Valley
- Need City to sponsor more downtown events: music festivals, cultural festivals – events that promote diverse cultural participation and get the community together.
- Better use of public spaces including courthouse park. Activation/ uses that draw people on a daily basis – create spaces for people.
- We NEED to help our homeless population downtown. I'm frightened to take my children to any events because of the aggressive and/or mentally ill that are there. This goes for many other people I know.
- Chinatown is part of Downtown.
- Adding cultural arts, emphasize as an asset. Driver of economic development and inspires youth.
- Important to bring in good developers downtown willing to create large scale office space needed to attract second office for large companies.
- Housing, housing, housing. As dense as possible, and every price point should be represented. 10,000 units or more!
- With FCC in investment in downtown facility – will education options follow?
- Look at boundaries for downtown. Does it include some of the neighborhoods or just the industrial/commercial mixed-use ones?
- How do we ensure access to funding large enough to support significant investment/improvement is open to people of color / Folks who are not traditional developers?
- How will existing residents drive or shape the initiative at every phase?
- Revitalization on Fulton Streets has led to higher rents, pressuring small businesses. Need to incorporate landlords and business owners and drive customers there at the same time.
- Mixed income market and AH.
- Although parking has gotten better. It is expensive to park and parking is not close to the downtown Fulton Mall businesses. People choose to go somewhere else because they can't find parking. Downtown needs to be cleaned up. Too much trash on the streets, and homelessness.
- Chinatown Fresno Foundation. Diversity here cultural heritage.
- If we're serious about addressing racial and economic inequities, we need to protect residents from displacement. Have access to affordable housing and are driving what revitalization looks like.
- Address homelessness and transient population. Support treatment and housing needs.
- Incentives to encourage more downtown startup hubs such as Bitwise. See success in Sacramento startup scene. Make downtown 'cool' to attract startups, jobs, revitalize.



Slide 18 – Permanent Affordable Housing (PAH)

- Inclusionary zoning?
- Mixed income housing in all neighborhoods. Mixed use blended in
- Community development corporation capacity building and development readiness
- We need to incentivize property owners to improve quality so combine funds for improvement with guarantees of long-term affordability.
- Community priorities can be realized when CBO is connected and has capacity to compete in real estate market.
- City must develop a fund when people are displaced from “slum” properties.
- We can’t build hard units of affordable housing fast enough – we also need a local ‘housing choice voucher’ program to quickly supplement units needed.
- Partner private and community money and prioritize to accomplish shared goals; Work hard to NOT displace low-income residents; Be connected to community-based orgs, i.e. CDC’s
- Relocation funds for City/CBO for slum housing
- How do we do all this AND not have displacement/gentrification
- Create homeownership programs with PAH clauses (50-75 yrs.) and maintenance requirements
- Accessory dwelling units. “Granny Flats” “Mother in Law”
- Interested in PAH for target populations with special needs – i.e. women and children
- How can community choice energy work with affordable housing?
- How can we incorporate a fully sustainable, decentralized, micro-grid PAH? Include community garden, community access vehicles, and energy
- H.A development low income incorporate north of Shaw to create a mixed neighborhood? Racial diversity.
- Create down payment assistance programs for young professionals in LIM community to retain talent and increase homeownership and produce/create mixed income neighborhoods.
- How do we support the extensive needs of people in PSH?
- Housing should include solar systems
- Need more memory care housing. Need more senior care housing. Don’t forget rural communities.
- Focus more on creating more job opportunities and higher paying jobs in the region. Clean up neighborhoods. No slum lords.
- What about MPDU programs? Requirements for new developments to include moderately priced units.
- Homeownership financial incentives?
- Need to address the cost of new affordable housing being too expensive – \$400k a unit is NOT reasonable.
- Distributing \$’s for residents services to Orgs providing how evidence-based results in affordable housing.
- Not just new housing but relieving rent burden and improving quality of NOAH.
- Need to do all of this and make sure there is affordable housing in every part of our community.
- Incorporate workforce affordable housing as way to refrain and attract talent early in their career in key industries.
- Advocacy to amend plans such as Housing Element, DNCP, FCSP, SWSP to ensure policies and others that protect and



preserve AH.

- How to overcome huge cost of new housing.
- Local regional policy to include local preferences section 3 priorities in OZ work
- Leverage staff resources to offset rising cost of housing development.
- Housing is one of the key barriers for low income families. While cheap for CA, housing in Fresno is 1.5x other similar metro areas nationally.
- Housing builds social cultural capital.
- The pressure for growth will be N, NW, NE, unless we intentionally invest in existing neighborhoods.
- Real code enforcement i.e. 'internal inspections for all motels.
- Look at existing programs such as HUD, Family Self-Sufficiency programs that will empower residents to transition from permanent affordable housing to homeownership, which helps guarantee perpetual wealth that's generational.
- More intense monitoring of rental companies for maintenance and repairs for low income housing. Slum lords control a large portion of low-income housing.
- Need to address not just barriers to affordable housing but also fair housing. Which are exclusionary barriers that perpetuate segregation and how lift them?
- Need to understand 'naturally occurring affordable housing' in Fresno and how to preserve it?

Slide 16 – Community Infrastructure for Low Opportunity Neighborhoods

- This ignores decades of community organizing and social and ensure justice organizations doing what leadership has failed to do. They have built trust and relationships and need to lead these efforts.
- Or neighborhood committees with an existing CDC.
- Community design center needed.
- Summer youth programs @ local community colleges. Support the goal of everyone can go to college.
- Family development program focused on building leadership skills and civic engagement skills in community residents.
- Mentorship programs community leaders' mentor local leaders in impoverished communities.
- Community based HUBS that offer multiple resources.
- CDC and EDC capacity building and development readiness.
- Agree need to connect mental health and wellness to workforce, prosperity and community. When people are better, they are better able to participate in workforce.
- Create a standard of capacity/service for CHDO/CDCs/PBIDs and then provide the training for orgs to meet the standard.
- Neighborhood health facilities and clinics. Reproductive health and justice.
- Complete Neighborhoods need healthy food access. Healthy Food Financing Institutions California Fresh works.
- Create *ornbudsman (or similar) within City/County government to liaise between community groups and government management as advocate for resource development
- Nurture and support churches from different social backgrounds working together.
- We also have a minority incubator we must include the entities that provide direct services i/e Vision View/Hope



- Can CDC's/EDC's house soft-skill training to build capacity of residents?
- All placed based work (neighborhoods) need to have an asset-based approach
- City of Fresno must be seen as a big asset!
- Wrap around services with evidence – based results
- How are we making it safe for census responses so our City can maintain and increase funds to use for development neighborhoods?
- Housing instability and income instability are related topics. Travel around Fresno at the beginning of the month and look at what is left on the streets from evictions. Addressing the main barriers is essential to this.
- I love Oakland's Black Legacy Project model for neighborhood organizational work.
- Family and dual generational strategies
- Youth leadership? YLI, Fresno Youth Commission
- Education for residents is a must. i.e. Personal Responsibility. We can't rely on government to fix our housing deficiencies.
- Secure private investment for improvements that can be repaid, long term low investment assessment or as an EIFD.
- Ongoing training and capacity building? Ensuring the process is available to all residents regardless of immigration status.

Slide 17 – “Neighborhood Works” Parks & Infrastructure Investment

- Teen-teaching work-based mentoring with stipends to teach at work after-school (1st jobs) programs
- Neighborhood parks should include splash pads/areas and lights for evening recreating given summer heat
- CDBG Funds were suddenly eliminated – HCDC doesn't matter?
- Resources, infrastructure etc.
- There's an existing CDC/ECD partnership – leverage that partnership to align and approach regional development with a neighborhood perspective.
- Community facilities disemets, social impact bend, increase prosperity transfer tax, PBID
- Invest in the expansion of the Zoo
- Partner with business in their areas. Art hop transforms downtown once per month. Can this be done elsewhere? How can these one-off events be transformational into consistent traffic for small businesses?
- Teen summer jobs + training program funding
- Utilize education loans forgiveness. Have students and graduates work off debt in this initiative.
- Free access to Woodward and Roeding Park.
- More water fountains in South Fresno to incentivize walk-ins and help with public transportation.
- Allow EDC's to create regional OPA's to advise and distribute funds for under-invested areas. Or sponsor local workers per community inside OPA.
- Expand the service in cleaning and removing graffiti in affordable housing areas and all areas. Expand and clean empty lots to reduce fire, etc.
- Parks and transportation are community wide issues not neighborhood issues.
- Incorporate direct impact to respond to challenges and opportunities in infrastructure investment as a result of climate



change.

- Transportation needs to be expanded and coordinated to our workforce work hours and locations.
- Advocacy to address discriminatory policies and programs in land use and transportation plans to really direct resources to communities that need it the most. Engage community identifier projects.
- Look at neighborhoods where the only access to green space is the school next door. Create incentives for vacant low owners to donate land for green space for areas such as El Dorado.
- This is great! How do we get the community and leadership to understand the importance of funding this and it equates to more than just fun at the park?
- Assuring that it goes directly to EDC/COC's and not large social service groups programs who are not intentionally/directly invest in OZ neighborhoods.
- Or west of RR tracks which also includes Chinatown.
- Homeless taking over parks in many of low-income area parks
- Incorporate artwork into neighborhoods from students to local artists; variety of media.
- This initiative arguably has the most potential for visible and tangible outcomes and benefits. Neighborhood pride is key.
- Yes on local workers. Maybe hire from within the neighborhoods to add value and neighborhood moral.
- New market tax credits for large parks.
- Parks are crucial but not enough. We also need bike infrastructure, walking infrastructure, and transit.
- City surplus land analysis.
- Continue to apply and win TCC funds in Fresno. Leverage current and incoming specific plans SE, SW, West, and Downtown.
- Ag easement or Green Belt.
- Maker-paces for STEM, STEAM exposure in neighborhoods are critical
- Prioritize funding in 'Red' HIP- Health Priority Index areas. Local tool developed to identify the most Health burdened areas.
- Development of Green space including a major regional State Park above the San Joaquin River NEEDS MORE EMPHASIS – UCSF cannot train/deploy enough doctors to reverse the chronic disease present in our poverty-stricken residents. Better access to GREEN SPACE Can!
- Prioritize funding for job training offer 'real' pathways to well payed jobs.
- How can private land be used for green space when vacant. "Too much liability" how to solve the liability issue?
- Strategically package public improvement projects to provide scale for contractors to hire local residents.

Responses to Human Capital Initiatives

Slide 10 – Teacher Workforce Expansion

- Emphasize hiring teachers of color that reflect Fresno's diverse population.
- Offer housing assistance or mortgage buy-downs as an incentive
- Use technology to model best practice teaching for pre-k to 12
- Define high quality teacher. Yes, high quality is needed and is key.
- Living near school is really not an issue with 15-minute drive times, and teacher's tendency to move to new schools.



Overall assistance with housing may be viable.

- Projects must include cultural competency in the fabric of the program implementation.
- Regional recreational and cultural amenities are key to attracting and retaining teachers
- What resources are there for teachers with high numbers of traumatized and emotionally impaired students?
- Need continuous learning requirement for all teachers to be up to date – similar to lawyers and accountants.
- Where is the funding for this?
- Need to look at having higher wages
- System that allows teachers an exit system when they are failing our students.
- Teen teaching at middle school age to encourage teaching pathway stipend, 1st jobs
- How does the union participate? – Very influential
- Leverage existing Clovis CC and Fresno State partnership has initiative some of these efforts.
- Micro-view: Need to re-evaluate K-12 rules involving spending on teacher salaries – 50% law
- Teacher workforce housing can serve as a great tool to attract and refrain teacher talent, early in their career as well as a way to be included in mixed income housing.
- Develop BS, MS, and PhD in engineering education program for elementary and high school teachers. 'Computer Science' education as well at CSU Fresno.
- Ensure K-12 campuses increase teacher autonomy (currently one of the biggest reasons high performers leave) paired with increased school-wide accountability.
- Unions continue to be a barrier to what is needed
- Education improvements that are student centered NOT adult focused. That addresses student achievement
- Add EV transportation as incentive for teachers living in Fresno/Clovis and working in rural school districts. Inspiration transportation has had positive conversations with rural school districts around how this benefits their staff.
- Where is the student voice?
- Trauma-informed education needs to be fully integrated in the credential programs across the board. Self-care as well.
- Must be sensitive to 'recruiting' teachers to rural communities outside of Fresno/Clovis metro. Also need to ensure do not just move employed leaders from rural areas to Fresno/Clovis. Teacher shortage in more acute rural areas.
- Recruit at FSU/FCC/Reedley/Clovis to 'move' students to a teacher education track. How? Dynamic education leaders of color present to classes/students all of above. And we have tons of.
- Culturally responsive curriculum methods training and support.
- Please define and quantify what teacher shortage means. What subjects are needing teachers?
- We must change the way we prep teachers. Kids spend most of their time in school. Teachers need to have life soft skills development of themselves and be able to transfer that to the classroom at all levels. The way teachers teach now is old fashioned.
- More campaigns to make teachers an appreciated community asset that's a critical carrier for our future. Make it 'cool' to be a teacher again. Inspire future teachers.
- Fresno State new STEM education center can have an impact
- Add metrics for the number of teachers applied in region and relocating by unrepresented races.



- Can we look into how much we pay administrators who do not interact with kids and have no business experience being paid more than most in the business sector? Maybe shift that to great teachers?
- Improving teacher training to what end? Teacher shortage of new and shortage of those qualified to each DE at its level. To aid college completion we need teachers with masters in content areas.
- Train leaders on trauma CPS foster care curriculum.
- Public/Private investment in teachers - \$200 million. Teaching training development, teacher merit bonuses for teaching in low-income schools, student outcomes. More teachers and smaller classrooms in low-income areas.
- None of these relate to transforming K-12. Retraining teachers with new methods: social and emotional learning, civic education, etc. Or how to relate to students with trauma.
- How are we going to evaluate truly great teachers vs. those who teach to the test or aren't great? Education has been struggling by how to do this for years.

Slide 11 – Upskilling and Workforce Development for Sustainable Career Pathways: Advanced Manufacturing, Health, Computer Science, etc.

- Training for green economy jobs
- Upskilling must be implemented with existing and startup businesses.
- Invest in nonprofits as employee incubators/ innovation pilot opportunities for future leaders.
- Create public/private partnerships for short-term training programs
- Consult workforce orgs about barriers here: housing, transportation, child-care, and so on. Need support service and funding to address barriers. Many are stuck with low paying jobs because need to pay rent and buy food for family.
- Building construction trade programs need to be called out as existing assets and integrate
- What about Central Valley Training Institute program?
- Where is construction? The trades should be a focus.
- Where is the question of training modality?
- Mental health resources need to be considered in 'wraparound' services.
- How to balance metro/rural realities. Don't want an unintended consequence of losing folks in rural to come to metro for training or upscaling 65,000 adults in Fresno have only H.S. or equivalent. 134,000 in Fresno County have HS or equivalent. 145,000 in Fresno County without a HS diploma!
- Fresno State needs state of the art virtual simulation for higher learning preparedness
- We need more resources for adult education
- Increase access to transportation opportunities to expunge record. Process to get licenses or ID. Clear back child support restrictions.
- Due to the cost of this program the number of people subsequently employed compared to the extra workforce would be insignificant. Better to concentrate on educational programs.
- Get largest current employers to commit to upskilling their own workforce and being ok with the possibility of losing them after the investment.
- Ensure K-12 students have the opportunity to access the elective. This will include those students in alternative schools and court community schools i.e. Violet Heinz. These are the students expelled from traditional schools.



- Additional upskilling training assistance needs to be provided to workers at our large food processing facilities, particularly on the Westside to support upward mobility.
- Fund 6-week paid jobs to low income youth city-wide so they know how to be in a job and receive a paycheck! Feed the economy and get teens rewarded for work.
- We need to assist the rural areas
- Ensure alignment of CTE courses with wage-based internships.
- Biotech, computer science, applied math, and engineering programs need to expand.
- Important to look at the root cause of why 65k don't currently hold a degree higher than high school. Creating more opportunities like workforce development and CTE may not be the solution.
- Establish a fund that provides stipends to students for summer internships.
- How does upscaling or creating workforce development and CTE still provide a focus on the importance of having individuals with less resources access higher education and college degrees?
- Community colleges have a lot of curriculum already – Need to keep updating and need employers' input on future needs.
- Seem to be missing competent completing H.S. ready for the next step! Whatever that be CTE, AA, or BA.
- What about the energy sector/ industry? Use of technology?
- How do we take those with disparities and train them for the lower level jobs our companies need filled? And then support the businesses regarding the credits/protect from liabilities for at risk employees?
- Businesses need to have a seat at the table via advisory committee to this initiative. Needs to include rural school districts to teach skills in outlying areas.
- Elementary and middle school programs to help students understand opportunities in high school if they have interests. Importance of good grades now and volunteer as a youth.

Slide 12 – Fresno Retains and Attracts Talent

- While I love the concept of paying student debt and that would be unique, I don't like the main reason why a young person will stay for a decade. Young people and POC young professionals are challenged with connecting in Fresno.
- Many of these initiatives, including this one, must connect to creating more and better parks and amenities in Fresno.
- Regional and cultural amenities are critical to attracting and retaining talent.
- Expand loan forgiveness programs, when working in areas or placement that will improve.
- Does loan forgiveness attract the best and brightest?
- Need interesting and challenging work to retain talent
- Does talent attract business or does business attract talent
- One tool to consider to attract and retain talent is workforce housing for individuals early in career such as education, healthcare, etc.
- Create multi-vector financial incentive for companies elsewhere in CA to hire here, and for talent to move/live/work here (remote work incentives)
- Look at early models of creative Fresno and Fresno's leading young professionals. White papers in brain drain drafted with City of Fresno in 2009.



- This is Crazy!!
- Tie paid internships to future jobs with incentives from companies to stay and work for X years.
- We need more opportunities for young professionals to develop additional skills post-college to continue to grow and give back in our community.
- What can be done to prevent gentrification/embed new residents culturally into the City and retain long term.
- Housing incentives can play a role here
- Fresno already has a large youth population. How do we continue to prepare for an influx of young people in our city? Creating vibrant neighborhoods, continue Downtown investment, more affordable housing.
- Walkable neighborhoods = attract + retain
- Not all BA degrees are equal – Must target degrees to those desirable in overall economic program.
- Not only forgiveness BA programs but also those that have Masters Programs.
- Make internships a requirement for graduation so students have more experience than class projects and can engage with local businesses.
- Make companies more competitive in what market to keep and attract talent
- Talent is also attracted to safety. To keep and retain talent we must also speak about public safety.
- How many BA, resides in Fresno-Metro county?
- Diversity attracts new talent
- Are Fresno leaders' content with the status of equality for all?
- Increase Fresno state student capacity
- Create more attractive urban hubs so talent will find it more exciting to live and work here.
- Ag Biotech gateway to other areas of biotech a better bet than luring software developers from the bay area.
- Include college students in this work stream. We are all Fresno-based. Let's make sure we have the role of others that may have views we're not considering.
- Create opportunities and pipelines for young people to work with (apprentice) through their time in school so they have real job experience by the time they graduate.
- Assistance with home purchase down payment. Anchors talent
- Attract other college graduates with business tax incentives and other benefits thru EDC and SBDC.
- Does this forgiveness include degrees beyond Bachelors?
- To keep them here we've got to pay them what they would earn in other parts of the state. (others wrote on this sticky – yes! Yes!!_ it's cheaper to live here is not a reason to take a pay cut!"

Slide 13 – Integrated Data System

- I have absolutely no idea what this means! Can we simplify and make more 'user friendly'
- Fresno Police and County Sheriff should share Data
- This will take 5-10 years in itself
- Data is important toward driving decisions and telling a story



- It feels weird that it is a separate initiative and not like an infrastructure or foundational thing for all of the initiatives.
- Data should drive all decisions in all the individual initiatives
- Need to fully understand our assets before deploying solutions
- Seems like this is needed not only for social services and individual outcomes but also for institutional resources, policies, and investments, and neighborhood outcomes.
- Data needs to be shared Pre-K to 16
- Ways for 501c3 communities to access and add data and school data like absences to family unit.
- Additional metrics: ability to segment data to report and also engage key audiences with beneficial information about programs (e.g. marketing campaigns via email)
- Need more clarity on the types of outcomes this work stream would track.

Slide 14 – UCSF Fresno Medical School & Research Center

- Biomedical and biotech research focus
- Vitally important toward improving the economy of Fresno by providing support – Jr. high school through advanced degrees in health care fields.
- CHSU? Founded in 2012, research and quality health access and delivery
- Have to have tele-health for rural and urban mobility issues
- Expand a loan forgiveness when physicians select to work in areas where there is a lack of specific need in a certain field.
- Include neighborhood health centers and clinics.
- Doctor academy being identified as an asset should expand the pipeline to include African American and native students.
- Regional amenities and environmental issues must be included and addressed.
- Culturally sensitive training and auditing of health facilities.
- Funding for doctors and nurses that commit time in Fresno County.
- So needed must produce and retain doctors at UCSF.
- Expand K-12 CTE programs to further the pipeline. I.E. Doctors academy at Mendota HS
- Pipeline for existing medical professionals to additional employment opportunities which may require additional education or training.
- Community colleges have/are building pipelines/pathways to local pharmacy schools, nursing programs, etc.
- Consider an integrated allied health training initiative and clinical internships to fully expand healthcare availability.
- Align with high schools or internships and their medical pipelines
- Where is mental health focus? Medical care in rural areas is needed. All rural residents have to travel to Fresno to receive care.
- Need to educate community on all the different jobs in the medical industry.
- Expand funding to pay for instructors in rural medical tracks. Pay for all the accreditation and staffing costs to support this training.
- Integrate investment with Fresno State, Fresno Pacific, and SCCD. Create a coordinated allied health science ecosystem. Pharmaceutical, clinical research orgs, and medical will follow.



- Consider increasing clinical pool for physicians and not just research-focused physicians
- Expand doctor's academy beyond Sunnyside, Selma, and Caruthers to Reedley, Orange Cove, Mendota, and Kerman.
- Expand Doctor's Academy
- Not enough space for students K-12 training at our hospital
- Is it more important to have residency programs than med school? Even if we graduate doctors locally, won't they just leave for their residency? And if a residency is many years, don't they mostly end up there? Is it a better investment to add more residency programs?
- Fresno State's reimaged HCOP – Health Careers Opportunities Program. Can partner on this.

Slide 8 – First Five Years (Pre-conception to 5)

- Free childcare until school
- Yes! And thankfully much of those factors are being talked about as part of this DRIVE effort (in my opinion)
- Need more treatment programs that provide treatment to mothers while keeping all children with them
- What about kids with incarcerated mothers? Need additional programming, help, financial assistance
- FRIST 5 is one of our assets!! And it takes much more to get it right and make the "big idea" truly possible
- Make sure all mothers have a safe quality place to live to focus on pre-term health
- WE DESPERATLY NEED DUAL EMERSION PROGRAMS
- Need to provide mothers with pre-school options and funding to allow them to enter. Most preschools are full, and cost exceeds family ability (Single mothers)
- Encourage families to embrace PBS- first 5 yrs.- studies show that kids are better prepared for school
- Improve early childhood development and education outcomes
- AND... develop programs to lower income of single parent households
- Begin with birth data. Fresno county could become very informed in a helpful way based on circumstance at birth
- We need to go beyond pre-birth health. Obesity and overweight is very high among adults and Hispanic women
- CBO's teaching at risk teens comprehensive sex education is asset- schools not doing it
- Universal pre-k
- This initiative in my opinion has the greatest equity impact
- Transportation needs to be considered for attendance success
- Each of these need WORD solutions, i.e. childcare available outside typical 7-5 pm
- Needs increased support "for" mother. Self-care, employment opportunities; in addition to childcare transportation, mental health
- Provide prenatal care for ALL expected mothers currently dependents do not receive prenatal coverage in a lot of insurance plans. Leaving young working mothers to final secondary insurance
- Isn't this supposed to be happening already with First 5?
- We need to move from a subsidizing needs-based program to a strength-based family development program
- Mother/parents/family outreach and support programs are necessary



- Mental health/food security/family structure/health/stability; Missing launching a healthy person into the workplace underlying cause of everything
- Single low-income parents have very few options for free or reduce quality care in their neighborhoods so they can access the full force 0-2 years isn't enough! Needs to be 0-5 (like early Head Start but expanded)
- School districts start preschools
- HOW DOES PTBi CA PLAY INTO THIS? NEED TO MAKE SURE ZERO-EMISSION TRANSPORTATION IS INCLUDED TO ALLEVIATE HURDLES FOR LOW-INCOME MOTHERS TO ACCESS RESOURCES
- Infant mental health
- I would hope that the programs would work out the underlying cause of these issues and not just treat the symptoms of kids not being ready for kindergarten. There is something larger going on with each of these issues
- How do you raise salaries and simultaneously provide for 100% of children at an affordable level?

Slide 9 – College Completion

- Ensure all kids have stable housing so they can focus on educational outcomes
- Prepare kids at a young age and introduce the concept of college and access. Allow more workshops in low-income areas to help w/ financial aid process
- Technical Ed and industry shortage be addressed through internships w/ companies as mentors w/ paid salaries
- Students, families, and communities have immediate needs and tend to make short term decisions- not long-term investments i.e. work 10 hours and to school instead of take small loan to focus on school
- Advocate to reduce costs of higher ed. They are artificially inflated
- Teen-teaching 1st jobs stipends middle-school utilize after-school programs
- Mental health and wellness for youth and young parents
- Leverage what the nonprofit sector is already doing
- This is a narrow statement and doesn't address persistence and degree of completions
- Change the narrative in families and the community to embrace and encourage prosperity – college, career, uplift
- Statements encounter barriers w/ class size/ availability. Staff often give bad advice that hinder completion. 1st generation students do not have family/ friends knowledgeable about navigating these challenges
- Partnership w/ schools and non-profits
- We must address issues at home; is there an attitude of higher ed in the home?
- Re imagine GE; restructure for students in higher ed
- Help students understand options for bachelor completion beyond Fresno State, FPU, National, locally
- CREATE A STRONG INTERNSHIP/ EXTERNSHIP NETWORK TO CONNECT STUDENTS TO EMPLOYER'S FASTER
- Create alumni to student connections to drive jobs for graduates
- Skills mapping to align business needs to student learning
- Offer paid internships for applies learning so students don't have to also carry a job to live
- Need to incorporate high impact practices Course- based, Undergraduate, Research, Experiences (CURE) to engage students, prepare them for real world



- Seek funding for innovative “4+1” programs for biotech, engineering, computer science, applied math
- Overlaying all of this could be life skills training, community values, etc.
- Some mismatch between labor supply and demand seems to be a vast understatement
- Students and “graduating” not ready- why is the k-12 grades not addressed?
- K-12 seems to be “wildly” absent here
- I few aim to create not just more college grads, but instead more college grads who do not require upskilling, we need to ensure critical skills beyond traditional metrics are taught to assessed in k-12
- Significant components to improve outcomes (across all demographics but especially in traditionally under-represented sub-groups) in k-12 must be a part of ensuring an increased college completion pipeline
- Who is raising our children? 1. Social media 2. Grandparents 3. Single parents 4. Neighborhood; we need more support form nonprofits (all-inclusive faith-based) to help our parents to enlighten our future leaders
- Add health to this list—health/behavioral health
- Streamline education students suffer burn out, \$ stress unable to complete classes unrelated to their field and give up
- There is a difference between enabling (getting students to graduation) and “preparing” students for college
- It’s great to increase 4-year college attendance; however, some of our dept are already impacted at Fresno State. There are more students than slots available in programs and courses.
- ADDITIONAL CURRICLUMUS FOCUSES ON OTHER NON-TRADITIONAL CAREERS.
- Asset- data sharing between institutions
- The pipeline should go beyond the k-12 to college degree, it should include pathway to jobs
- Stipends vs internships vs grants --- they are different; emphasize the need for grants, not stipends
- What are considered fast-growth fields--- and what/how do we adjust faculty for new programs, if needs change
- Let’s not force all high school grads into college. Let’s give them exposure to “higher Ed” opportunities that aren’t necessary degree, so that they don’t take p seats in colleges when they’d like to be in a different higher Ed training program/skilled labor
- Dual enrollment must be more inclusive: not just top 10% will require culture change if staff at 9-12and college level to be more inclusive and part of student success mentality

Responses to Economic Development Initiatives

Slide 1 - Ag-tech and Food Innovation Hub

- Related with #7 too – bring R+D w/ Ag and water into climate change policies and needs. Ag R+D in high value – add is a great idea one of the best
- Tap into community college initiatives. West Hills. FCC
- Ag land presentation, limit sprawl regionally, ag easements + green belt
- Value Chain, coordination required, local food systems development
- Sustainable/Regenerative agriculture + alternative food systems
- Moving our 1st/2nd generation immigration families into paths of inclusion, and thriving on their philosophies



- We need to modify CEQA, not eliminating it
- Assets: local community colleges are and will continue to be critical partners in these efforts
- Value added opportunities – we need to do more than ship out raw products
- There are partners that exist and have success stories such as Central Valley Mother Lode
- [illegible] Clovis Culinary Center
- Expand production and processing locally. For better more affordable access to local produce
- Food grown in FRESNO sent to CA to be distributed, create a scale/distribution HUB locally for better local Ag profit.
- Global Component – help build exporters to make Fresno more competitive
- How are we leveraging the existing large-scale Ag business (Wawona, Maricopa, Ok Produce) to support this innovation?
- (1) Opportunity to generate racial/economic inclusion in small but scalable food processing and manufacturing of ethnic foods.
- Utilize funding to 4-H, STEM education in urban under-served areas and low-income housing communities, to provide early exposure to STEM Education.
- Key – Push Fresno to make its new HS planned in SE Fresno to be about AG, Ag Tech, Food production aligned to CSUF
- Why just Ag? We are capable of growing business in ANY industry
- Include K-12 + higher Ed programs that pathway to jobs in ag-tech + food innovation
- Use as a gateway for other areas of biotechnology
- Ag Tech hub is a great idea but Ag Tech implementation is more important. Ag tech jobs can lift people out of poverty, but growers cannot implement Ag tech without Broadband internet. A broadband initiative is vital to the west side of Fresno [illegible]
- Find ways to increase Agri tourism (global) to capitalize on Ag based economy
- Authentically engage minority owned and women owned small farms, focus on prioritizing investment in small/medium sized farms, incorporate sustainable ag practices to improve air quality, water, etc.; support women owned innovative efforts
- Partnership with UC Merced + UC Davis should be expanded
- Include innovative “Idea Labs”, postdoctoral scholars/Fresno State to drive projects + funding
- Also include UC ANR College of Ag. County-based resources cooperative-extensive and research capabilities
- Combine w/ other initiatives such as “co-op” morels, explore transportation and food hubs (e.g. “gig” economy)
- Also include the community colleges
- Underscore existing [illegible] success stories, scale at all levels small & big Ag, “appropriate technology”
- An accelerator, Valley Ventures, has been in place for 2+ years at WET Center to help grow revenue and raise funds for startups in the water, agriculture, and energy nexus. Number of companies put through: 40+; Preprogram sales (annual) \$500K > (600%); Post program sales (annual): \$3m+; Preprogram VC funding: \$2 > (500%); Post program VC funding raised: \$9m
- WET Center will be working with local partners to develop VC fund to deploy capital into startups that come into our ecosystem. These startups great fulltime employment for locals including business development & technical positions. These ventures can come from D+C and some are women or minority owned. This fund will keep jobs here, attract the best technologies/ventures, etc.



- WET Center currently incubates 12+ Ag tech ventures with 100+ using plug and play to drop in and work. These ventures test on Fresno State Farm, work with Fresno State Faculty and Staff, and utilize programs and resources offered at the WET.
- Food and beverage manufacturing leakage is still substantial; more food and beverage value-added activity is needed; food and beverage manufacturing is still our #1 manufacturing sector; I have the report for opportunity
- Leverage Opportunity ([illegible] for Ag Tech R+D, commercialization), Integrate with inclusion, university, & economic development effort
- Establish and market Ag Tech Venture Capital Fund
- Engage community alliance for agroecology, incorporate just [illegible] for farmworkers to lead efforts w/ their knowledge and experts

Slide 2 - Betting big on small, minority- and women-owned businesses

- There are a lot of predatory lenders in Fresno. For seed capital consider microfinance models from dev. world appearing to local private investors. Take on pay-day lenders w/ this resources too.
- Individual upskilling is not sufficient-need to also build and ecosystem of support around s/m biz owners; network of biz providers; network of small biz owners
- Access Plus Capital, Fresno's CDFI
- Community Colleges build exporters entrepreneurs can be exporters increase foreign and domestic markets and provide opportunities
- Startups need low overhead spaces
- Business succession planning; take small/medium businesses and connecting founders/owners with new owners/ entrepreneurs; Take micro/small signature businesses in neighborhoods and find/match new owners for business sustainability
- Small businesses can't always offer livable wages – employees need additional social support this has to be considered in the big picture
- Be sure to include Fresno Area Hispanic Foundation – offers biz hub + technical support to Hispanic owned businesses
- Be sure to include Latino entrepreneurship, it's so they keep a focus toward Fresno's need & small business academy. Really about a mindset toward small businesses.
- Need private venture capital to support w/WBE business startup & expansion – develop businesses to provide ROI to investors
- National fellowships attract & targeted to POC as the professionals to move to Fresno
- Need to have an easy [illegible] + listing of resources for entrepreneurs. City fees for startups are too great.
- Create a clearing house – one stop place – to receive technical assistance / mentoring; assign a mentor
- Entrepreneurship academy & programs targeted to ppl w/ criminal records, traditional barrier to employment.
- Industrial park dedicated to teaching + allowing entrepreneurs to use equipment for their businesses
- Focus on STEAM careers
- CDFI Collaborative, Opportunity Fund, Access Plus Capital, Community Vision, Self Help FCU
- Please ask communities how they feel about their respective Chambers of Commerce and their community engagement



- Include local “Small Business Development Center” for educational help and small business loans
- Non-profits/CBO’s are excellent + effective training incubators for broad-sector employees, yet often under-valued
- Existing chambers cov facilitate academy, use existing assets
- Fellowship should give preferred for local youth & residents. Take care of our own
- Inclusion of CDFI’s in Assets – Where do non-profits fit?
- Inform potential entrepreneurs of existing small businesses so they don’t create competing businesses. Should look @ following a gap not competition. Otherwise, set up for failure. Ongoing support/TA beyond launch.
- Assuming inclusion of faith-based orgs/institutions & not underestimating their assets & resources as key partners in the process
- Promote and include all kinds of models such as social enterprise (triple bottom line businesses)

Slide 3 - Second-office Fresno

- Improve international relationships to gain investment opportunities
- Building on relationships is the glue; identify who is connected to who.
- Regional amenities and environmental issues affect business recruitment + have to be included + addressed
- Recruit good developers who will convert buildings owned in downtown. Capital in by right development
- Businesses won’t come if they don’t have access to skilled workforce
- Need strong downtown and walkable neighborhoods to appeal to workers of Bay Area tech companies
- Infrastructure – beauty, parks, art displays attractive to Bay area business employees to live play & Stay
- Yes! Build downtown skyline through ^ business. Think big.
- Add a global identity component that would highlight Fresno increase FDI and exporters
- Reach out to workforce dev. orgs to let them know biz/industry type that are targeted so they can work on upskilling – examples: workforce board, schools, reading and beyond, etc.
- Advertise and incentivize talent retention and expansion for innovation-focused positions which can be done remotely. Why does/how does Texas do a good job on this?
- Need to remove barriers to building spec, class A office space downtown – remove barrier building.
- Develop “Fresno Dollar” that will self-perpetuate & feed local businesses
- How do get east coast corporations to build west coast hubs?
- Businesses in Japan are good targets, biotech, ag, life science
- Globally find similar communities like Fresno and create global partnerships to increase foreign direct investments to capitalize on mutual strengths & technology sharing I.E. sell ag tech.
- Will transportation connections and accessibility be issue here? To do this may need HSR and/or demonstrate airport capacity, convenience and affordability.
- This strongly connects to both human capital and neighborhood development – how demonstrate that have workforce w/required skills & talents and neighborhood choices quality?
- Have to/must find middle ground between environmental laws in CA and manufacturing companies. Many manufacturing co. fold because fines affect bottom line in companion to other states. You can’t have both and expect them to stay +



thrive. Talk to them about their challenges.

- Target a: Food & Ag innovation company [merge/shared ideas]; allows for connection across ideas.
- Additional tax incentives for bay area companies to move here. See Las Vegas and Dublin. Incentives for examples of Bay Area tech companies moving offices to other areas.
- Community Buy in – generational. You can't grow into metropolitan area AND still keep small town mentality. Need to change mindset.
- What is being done to stop the idiotic policies of government, from state & local city? i.e. sanctuary cities, homeless – to make California more attractive in general.

Slide 4 - Cooperative ownership in communities of color

- Fresno needs a great volume of low-cost housing stock in the form of condo/townhouses for purchase in south and central Fresno. This would support wealth creation, neighborhood stabilization.
- Homeownership is critical for wealth creation, neighborhood stabilization and an essential asset/resource for business capital. Without it, POC and LMI will remain at an economic disadvantage
- Need an investment vehicle for locals to invest in pro-social, pro-environment local small businesses. To invest in the kind of communities we want to live in.
- How does this concept differ from an ESOP?
- Find a business model that would make these investments attractive to private sector
- Find and develop minority business lenders to inspire future entrepreneurs and create a wealth cycle for long term
- Will concept. Include pooling of resources existing small business services? There are many.
- State funding to support financial opportunities to establish business(es) who want to start and maintain in areas that are considered low-income or being revitalized
- This could be interconnected to #15 for teaching investment and business ownership.
- Address neighborhood wants – neighbor-owned businesses + NOT slimy, motels used for human-trafficking – city needs to begin inspecting + taking away motels from slumlords!
- Community vision has financed coops. Also look to sustainable economies law center + center for co-op development
- Also include employer ownership. ESQP. DPO – community ownership. Direct Public Offering.
- Open up ability for cooperative and women/minority-led and owned cannabis companies to grow
- What models exist in CA, national that we can emulate or contextualize?
- Don't forget about the rural communities
- Lots of work needs to be done to help prepare our local community be in a place to move towards this.
- This is great but need to [illegible] what the business opportunities are and what employment impacts would be. Also how connect to larger regional economy?
- Geographically/income qualifying cooperative ownership minority business center job skill/upskill + capacity building model. See visionviewca.com could be a great test model.
- Incorporate a strategic partnership model with private/government business. Identify core services of each org. create an ecosystem/incubator hub where minority business can access every touch point, they need to grow their business. 1. Office Space 2. Marketing 3. Technical Assistance 4. Access to capital. Co-op model is the best model to onramp minority



owners with limited resource. See vision view as a model.

Slide 5 - Next generation aviation testing lab

- Freight train, HSR, + Clean trucking innovations should be included
- Airports have disproportionately impacted low-impact communities of colors. Need to address.
- SJVC has an airplane/aviation mechanic program that should be considered under this area
- Reedley College has a strong aviation tech maintenance program
- Partner with our military + retired
- We need to get the governor to establish an electric aviation group
- Include a marketing place to inform residents of the amazing clean air aviation occurring now in SE Fresno!
- Is the local National Guard involved in this discussion?
- Build around these assets such as National Air Guard & Airports, create training with colleges
- Needs to emphasize valley wide coalition for EV Aviation
- Need “people” identified as “asset” = who had the expertise to attract testing lab – Lemoore? + to manage/build business plan
- Develop CTE in all city school districts to support future industry needs pathways to careers.
- Don’t overlook additional emerging technologies such as clean energy (hydrogen fuel cells)
- Sound pollution; NASA – FSU; cheap/reasonable flight cost
- Recruit Boeing, Boeing, Boeing, Boeing Or Create a new aircraft manufacturer team with tesla
- What would this look like in Fresno – how to build interest in aviation for low income students. Need to begin in elementary school
- There is already one nonprofit aviation org in town working on training & job development for low income. Will send name in later

Slide 6 - Spaces and sites for businesses

- Hoping to see some of this development expand into areas that aren’t already highly populated. Business that are also not environmentally harmful.
- Inclusion comments. Imp.
- The business parks I’ve seen make for horrible neighbors. Inaccessible physical spaces filled with businesses that don’t want to sell me anything. There must be other factors to evaluating a pro-social business park.
- How about bio-waste and bioenergy as an economic opportunity in our region? Turning wood waste to clean energy.
- Just finding sites for big companies + providing incentives isn’t going to lead to inclusion
- Combine thoughtful use our principles for this initiative to make sure incentives provided by the city align with these goals
- Rural communities must be in conversation as Fresno inventory for shovel ready land decreases
- Does Fresno have an R&D org in form, or can we leverage Fresno State & Fresno Pacific + lend these? Or who/what can



we build?

- Triple bottom line spaces for local businesses tremendously inclusive of the constantly excluded community voices (of color) on their quality of life being impacted.
- Package + market
- Hubs in low-income commercial neighborhoods. Great idea needs more leadership.
- No
- In addition to spaces, sites, and infrastructure for business growth, Fresno needs to reduce red-tape, fees and other burdens/barriers for business we are not business-friendly.
- Investment in existing business parks/centers is needed to ensure continuation of crucial culturally related biz/resources/services
- Clean freight trains
- Clean Trucking innovation
- Relocate or clean up industrial. Uses with significant negative neighborhood impacts. i.e. Darling Rendering
- This initiative is premature. Fresno has not done the planning necessary to ensure an industrial park lifts up, not harms, communities where industry is located.
- Need to proactively re-balance for community health
- Is there a successful model/best practice that Fresno could follow or inform us?
- 1) need to incentive in-fill development 2) need to have jobs/housing balance
- How? What metrics are used? How will existing residents + institutions in areas planned for industry be protected?
- Industrial zoning has a deep racist history, we cannot perpetuate this practice.
- City/county provide incentives, limit fees permit. Costs + provide point of connection infrastructure.
- Look at Shafter and McFarland industrial park models.

Slide 7 - Water for all

- People need to understand better how this a problem – better advocacy
- Fresno county needs to be a partner in sponsoring/assisting cleaning of systems
- Very critical in rural areas of Fresno county; Huron, Mendota, San Joaquin, etc.
- Invest in climate resilience
- Purple pipe, increase use of non-potable water
- Invest in climate appropriate landscape. Require at all landscapes.
- Initiative should incorporate community sewer system access. Need to specify the plant prioritization. Too Broad. Who benefits 1st?
- More representation of people of color needed on boards & commissions.
- Incorporate a diverse and talented group to these boards
- Develop incentive for residents to improve residential water infrastructure to alleviate lead/etc. contaminations that happen per housing unit.



- This is so important, and state must play role here in providing resources, overcoming silos, fragmented governance, etc.
- Can you also show how this can generate jobs esp. for communities of color and unemployed? Is this also a “green jobs: strategy?”
- Water storage + conservation
- We have sustainable water we need to be able to capture it @ own reservoirs, treat + use.
- Consider a public goods charge (similar to CPUC public goods charge established for land lines + weatherization) for water infrastructure. It’s a fee not tax. Emphasize not tax b/c that’s a penalty.
- Without policies in place to prevent – ag will continue to sell their water to support sprawl at \$\$\$ and this will be a high and massive transfer of wealth from the public to landowners, farmers, irrigation district
- Current water laws incentivize hoarding & inequality (formalize historic land grabs)
- SGMA – how are going incorporating?
- Support Fresno State “water plan”
- “clean water” is important; replacing water pipes; clean water easily accessible to city and rural areas
- Integrate w/land use planning and sustainable growth
- State transportation funding in rural areas
- Look @ city of Shafter inland – part as a model. Also transition from truck to rail w/goods movement (new market & environmentally friendly)
- Rural areas/communities could be part of the land use availability/solutions.
- There is limited spaces available in Fresno’s urban core that business-ready for small/micro firms. The expansion of these types of space will spine POC business growth, second offices for external SB. Think Bitwise.
- SB200 Safe + Affordable Drinking Water Act – Fresno County must tap into these funds and help w/ water consolidation systems around the city
- This is a priority to support all growth levels.
- What can we learn from the success of small/isolated rural water delivery systems for communities of color/poverty? (Malaga water district as an example)
- Water resources focus should include sustainable in every aspect

September 10, 2019 – Steering Committee Meeting Responses to DRIVE investment plan presentations

1. Fresno Attracts & Retains Talent
 - » Attract talent needs: 1. Live work play spaces, 2. Political climate.
 - » Can newly Fresnians go on the field trip?
 - » Agro Business Investors.
 - » CSU Fresno data indicates that most graduates stay in Central Valley.



- » Strategies to attract-what about the retain component?
- » Air quality.

2. Betting Big on Small, Minority-and-Women-Owned Businesses

- » Is Bitwise involved?
- » Teaching existing businesses to go online and take computer literacy.
- » This is great! It's been time for something like this in Fresno.
- » Collaborating with seminar agencies offering similar resources.
- » MBE/WBE Incubator/Shared space model in housing/Blackstone.
- » Great presentation. Strong racial equity focus.
- » Being a woman owned business owner I have personally felt the effects of a minority and have questioned my impact. We as women need to build each other and remind each other of our worth. Coalitions and mentorship for women in business can be helpful in promoting.
- » Essential!
- » This should be a priority!
- » Help embed equity in other initiatives.
- » How might we increase access to entrepreneurship opportunity for working people who are vulnerable to job loss/job shift due to automation?
- » Leverage SCCCD Global Trade Deputy Sector Navigation to increase service and training for businesses.
- » Great Ideas – add legal services.
- » Special funding with people system impacted.

3. Second-Office Fresno

- » Does the community benefit scorecard include race?
- » I owe you a paragraph on value added food/beverage manufacturing supply chain analysis- Ish.
- » Until land use issues are addressed to ensure buffers between sensitive uses and uses with potential adverse impacts on neighborhoods, a threshold test should be applied to ensure adequate buffers for a proposal to receive funding.
- » New York Life is in Fresno, Fortune 100 company. Reach out to them + HQ in NYC about talent.
- » Second Office should explore recruiting ethnic-owned businesses (mid-west, south, east coast) and internationally.
- » Fortune 500 – tie to housing.
- » More match making activities for coastal CA firms contemplating expansion/relocation.
- » The scorecard model should be used for all funding deployed – grants, loans, equity.

4. Next Generation Aviation

- » Interested in the racial/economic lenses of this project.
- » What is the racial equity piece in this?



- » Dedicate funds for slots for people of color + women to ensure equity.
- » Racial equity lens is missing. Ex: number of minority trained pilots, number of minority contract suppliers.
- » This plan can take Fresno to the next level.
- » If Prescott Arizona can do it, why not Fresno?
- » Civil Air Patrol (cadets)- Sim Sheppard (hamaguchishepard.sti.net).
- » Replicate Reedley College Program @ West Hills CCD for Westside Kids.
- » 1. Little concerned about typical pilot wages at regional airlines. 2. Need a plan to bridge between low-income school outreach and the cock pit.

5. Water For ALL

- » Can student, citizen scientists take control of water monitoring? It would tie the initiative with other skill growth initiatives.
- » MAPS.
- » \$1 billion and presenters said "if" they make the investments in disadvantaged communities. Zero equity focus.
- » Water for all did not have an equity focus. No goals around supplier diversity or procurement were mentioned.
- » This is fundamental to all these other efforts – PRIORITY #1.
- » Prioritize communities of color.
- » Where is the accountability on supplier diversity and procurement. It's a billion dollar ask, for crying out loud.
- » In mergers of water systems insure representation of communities of color.

6. College Completion + K-16 Collaboration

- » Are you leveraging teaching + video to teach and train large audiences?
- » Be more explicit about institutional racism and historic role in the pipeline.
- » Are you collaborating with agencies and non-profits that do this work?
- » There needs to be a component that answers the question for Fresno kids: Where do they get lost in the system? Why? Craft those solutions

7. College Completion + Enhancing Existing Systems

- » Is \$2 million enough to move 85 teachers to masters? -Kitty Catania FCSS. FCSS did (4) 3 year grants to do this with math + it cost \$3 million per 30 teachers.
- » CLEP as part of the strategy. Advocate got acceptance at more schools departments. Free up capacity at initial course level.
- » Increase wraparound support services thru existing proven non-profits like Big Brother, Big Sisters and provide scaling for their efforts.
- » Combine numbers 5,7,8,9 with the Community Hub (#15) or add services to.
- » Community colleges + retention & completion via study abroad.
- » Connection to Community Hubs in civil infrastructure for low- opportunity neighborhoods. Connection to adult



schools?

- » Non-Credit courses that are open enrollment.
- » Global education increases intercultural sensitivity.
- » Mentoring program.
- » Will you target/prioritize which degree programs are needed, so you don't end up with 30K. poets when you need engineers? Put \$ towards needed degrees.
- » 2,500 Bachelor Degrees a year over 10 years is not a change in the current production of degree completion.
- » My concern is that BA & BS degree are no equal to AA degrees.
- » Engage community assets – Existing hubs El Dorado Community Dev. Corp.
- » Does this include CTE? Or just traditional education?

8. Teacher Workforce Expansion

- » Great job.
- » Love the presentation & questions posed as it relates to causes of teacher burnout.
- » Teaching Fellows Foundation?
- » Great cause—and we need more stories.
- » Global education helps intercultural sensitivity.
- » Identify teachers to develop into principles
- » Need more teachers of color + strategy to attract + retain teachers of color.
- » So all the money does to principles?
- » SCCCD study abroad increase retention and transfer rates.
- » Wow! \$192 million for professional development over 10 years group has a lot of focus.
- » I recommend re-naming teacher in title of initiative to more accurately reflect intentions. Discuss attrition v. supply with data.
- » Dedicated funds to develop teacher union leadership pipeline. Funds for admin/principal development seemed out of balance with support for teachers.
- » What are you going to do to train teachers to understand cultural competency? Is FSU involved?

9. Upskilling & Workforce Development for Sustainable Career Pathways

- » Love that Fresno is promoting apprenticeship programs. School counselors need to be aware of these programs to drive awareness of apprenticeship program.
- » Provide courses in community that are open entry – community colleges? Adult schools?
- » Can the online hub be connected to the universal ID/school websites, so it is part of the people's lives from the start?
- » Let's talk about job transition for working people whose jobs are vulnerable to automation.
- » How do we effectively tap into "1st Job" population?
- » Need statement targeting minority population for initiatives outlined.



- » Students have skills that map beyond their discipline.
- » No more trainings that lead to no job.
- » Service delivery through community hubs.
- » SCCC International ed and training programs prepare workers for global economy.
- » Probably massive investment for human capital and little for creation of good jobs is a formula from brain drain!
- » Regional Hub in this work group is \$55 million and I saw it in another presentation was \$1 million, how are they different?
- » Is the W.I.B. already attempting this?

10. Research & Innovation Corridor

- » Can we bring more UC Merced Degree faculty, etc. to Fresno/Clovis? Ag-Tech is a great idea but the other initiatives require more human capital enablers.
- » SCCC Global Education and workforce training provides innovation & global research.
- » Racial Equity lens is needed and outcomes need to be developed and articulated.
- » Ensure equity for people of color to participate + benefit from program.
- » I owe you a paragraph on value added food/bev manufacturing supply chain analysis -Ish.
- » Global identity to include community college deputy sector (DSN), global trade, existing program will add value, leverage resources.

11. Integrated Data System

- » Link pilot with Help Me Grow data system (Fresno County Superintendent of Schools).
- » Privacy implications are VERY concerning- may affect participation by families of color.
- » Educate the community about the value of integrated data systems -Luis Santana.
- » Will support so many goals in these initiatives. How to engage and support all public, private non-profits in participating.
- » How to Create an image/map visualization.
- » Love this idea.
- » Big challenge, but big potential. Could really help with attracting funders with other initiatives.
- » Include hospitals in data sharing agreement with City of Fresno (ex: number of pedestrian related deaths).
- » "0-pre-k, k-13 SSDI, 13-beyond": How to link unique identifiers.
- » Will the universal ID also be able to capture an ACES score?
- » Universities have data to share. Fresno State is exploring a data collab to aggregate campus data.
- » Incorporate Fresno Madera continuum of Care data systems.

12. UCSF Fresno Medical School & Research Center

- » How many doctors of color and women benefit track equity through medical education?
- » Excellent framework and strategy!



- » Internship locations are a bottleneck for nursing programs. Can these be folded in?
- » New technologies and rural communities pioneer work.
- » Add a Peach adoptable curriculum.
- » Love the idea of expanding and investing in jr and high school doctor's academy.
- » How is this integrated with group Prenatal Care?
- » What about CA health sciences??

13. Wealth Creation for Communities of Color

- » EITC. Why aren't we aiming to massively increase EITC rates?
- » Investigate ballot measure for Baby Bonds (check out Oakland, San Jose and SF).
- » How CBOs engaged on this initiative? – Luis Santana.
- » Don't forget rural communities, ex Reedley.
- » Income is not wealth creation. Financial/wealth pathway coaching to navigate sources.
- » Community investment trust should be more money \$3 million over 10 year isn't enough. Cut water.
- » How CBOs engage on this initiative? – Luis Santana
- » Wealth disparity is scary in Fresno.
- » The baby bonds concept is mind-blowing, Kudos!
- » So long overdue – thanks for this high priority.
- » 401k/IRA Wall Street, Main Street (who is doing elsewhere?) -Ish
- » SCCCD study abroad increases retention and completion rates + scholarship!
- » Leadership and advocacy training as part of lifting people out and up.
- » Look into the theory of "scarcity" (podcast) how scarcity affects thinking.
- » develop more CO-OP ownership businesses – Ish.
- » Accountability in use of funds? Job creation best cash in pocket strategy.

14. Fresno Community Hub Civic Infrastructure

- » Fresno State is starting to have discussions about community dashboards.
- » Civil infrastructure Hub with housing.
- » Story telling as a method.
- » Home Run!
- » How will HRC's collaborate/interact/leverage to and from on behalf of families? So many opportunities!
- » I love Phil's Hair.
- » Democracy in action! YES!
- » Good start! Lots of work until we have final product.
- » Make to build capacity of existing org/institution vs. just/ only bringing in high capacity/disconnect organizations.
- » Need to train grassroots boards to communicate effectively with one another.



- » Love the ARSS- ARSS as innovation and creativity.
- » FCHCI should connect/engage with CDC-CBO Neighborhood Loan Fund (wealth building).

15. Permanent Affordable Housing

- » How are we helping create communities build inclusive housing opportunities? (mixed income, racially diverse, age and stage diverse).
- » Need equity in management of disbursement of funds.
- » Create a financial vehicle for people to invest in local housing on a small scale.
- » Interested to see what this ends up looking like for South West Fresno.
- » Below market housing development/conversion of existing housing stock or public housing.
- » High Priority!
- » Even with all of our efforts listed we would still have a gap of \$23,500—big gap.
- » Neighborhood loans vs grants can have impact. If we give developers access to grants and 1% interest loans why not community?
- » opportunity programs for recent college graduates?
- » data shows that outcome are neutral-negative for children that move to the opposite neighborhoods through this program older than 13 (so maybe make the eligibility be for families with young children).
- » Core components are good as a vision, but little to no details is concerning for such a large financial ask. Ex: moving to opportunity.
- » Asset based evaluations by neighborhood.
- » Explore converting public housing to long-term/homeownership units to build wealth.
- » Love the R3 Plan!!!!

16. Downtown Revitalization 2.0

- » Opportunity to converge various loan funds. There are tenant improvement needs of often low wealth owners. Engage Pro and CDFIs.
- » More for the Arts!
- » Hopefully linkages to transportation into/out of rural communities!! So access to services, education, etc. is easy!
- » Thank you for acknowledging the Arts. Please consider explicit mention of culture.
- » SCCC art and global education programs can host events.
- » Think also about displacement and how investment can benefit current low-income residents and businesses.
- » Need equity in management and disbursement of funds.

17. Community-Oriented Corridor Development

- » Game – changing. YES!!
- » Didn't see which communities are engaged + how there are many by race + business vs resident



APPENDIX C

DRIVE Business Plan Template

DRIVE Business Plan Template

[INITIATIVE NAME]

[DATE]

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1 Problem statement

ACTIVITY 1A: ARTICULATE CORE PROBLEM STATEMENT

Instructions: Complete the below table, considering the following questions:

- What is the fundamental challenge this initiative aims to solve?
- What is the key supporting evidence (e.g. facts, statistics) that inform our understanding of this problem in Fresno?
- Which populations in Fresno are most impacted by these problems (please refer to "Guidance on Equity of Impact")?

Problem Statement	Supporting Evidence (e.g. key data point or statistic)
Description of problem (2 -3 sentences)	<ul style="list-style-type: none"> ■ Supporting evidence (source) ■ Supporting evidence (source) ■ Supporting evidence (source)
	<ul style="list-style-type: none"> ■ xx
	<ul style="list-style-type: none"> ■ xx

ACTIVITY 1B: DIAGRAM CURRENT PROCESS AND UNDERLYING CHALLENGES

Instructions: Complete the below table, considering the following questions:

- What efforts exist to solve this problem today (e.g. initiatives, community member solutions)?
- What challenges limit efforts today from achieving intended impact?
- What challenges prevent existing efforts from equitably impacting Fresno's populations?

Step	Key Actor(s)	Actions & Desired Outcome	Underlying Challenges to Desired Outcome
1	<ul style="list-style-type: none"> ■ Actor 1 ■ Actor 2 	Description of action and desired outcome (1 -2 sentences)	<ul style="list-style-type: none"> ■ Challenge 1 ■ Challenge 2 ■ Challenge 3
2	<ul style="list-style-type: none"> ■ xx 		<ul style="list-style-type: none"> ■ xx
3	<ul style="list-style-type: none"> ■ xx 		<ul style="list-style-type: none"> ■ xx
4	<ul style="list-style-type: none"> ■ xx 		<ul style="list-style-type: none"> ■ xx
5	<ul style="list-style-type: none"> ■ xx 		<ul style="list-style-type: none"> ■ xx

2 Initiative overview

ACTIVITY 2A: CRAFT BRIEF OVERVIEW OF INITIATIVE

Instructions: Create a 3-5 bullet summary of the initiative in the below table:

- How would the working team summarize this initiative in 60 seconds to a potential investor?
- How will this initiative specifically address equity of impact?

<i>Initiative Overview (including a sample summary flow)</i>
<ul style="list-style-type: none"> ■ Overarching ambition: ■ Summary of problem statement: ■ High-level strategy 1: ■ High-level strategy 2: ■ High-level strategy 3 (equity of impact):

ACTIVITY 2B: DOCUMENT SOURCES OF INSPIRATION

Instructions: Complete the below table:

	<i>Inspiration</i> (e.g. similar initiatives deployed by cities / states)	<i>Key Facts of Initiative</i> (e.g. timeline, budget, "core components", outcomes)
1	Inspiration Initiative Name	<ul style="list-style-type: none"> ■ Fact 1 ■ Fact 2 ■ Fact 3
2		<ul style="list-style-type: none"> ■ xx
3		<ul style="list-style-type: none"> ■ xx

ACTIVITY 2C: FRAME CORE COMPONENTS OF INITIATIVE

Instructions: Complete the below table, while considering the following questions:

- What are the 3-5 "core components" that together constitute the full initiative?
- How does the theory of change address equity of impact?

Core Component		Theory of change and proof it works	Key actions (i.e. concrete actions taken once initiative is funded)
1	Description (3-5 sentences of detail)	Proof points / theory of change (2-3 sentences of detail)	<ul style="list-style-type: none"> ■ Action 1 ■ Action 2 ■ Action 3 ■ Action 4 ■ Action 5 ■ Action 6 ■ Action 7 ■ Action ...

2	Core Component	Theory of change and proof it works	Key actions (i.e. concrete actions taken once initiative is funded)
			<ul style="list-style-type: none"> ■ XX
3			<ul style="list-style-type: none"> ■ XX

4	Core Component	Theory of change and proof it works	Key actions (i.e. concrete actions taken once initiative is funded)
			■ XX
5			■ XX

3 Measurable goals and impact

ACTIVITY 3A: DEFINE KEY GOALS AND IMPACTS

Instructions: Complete the below table to put specific goals against each "Core Component:"

- What outcomes can we measure to understand how this initiative impacts equity?

Core Component (repeat from above)	Inputs			Outputs			Outcomes		
	Description	Measurement	Description	Measurement	Description	Measurement			
1 Description (1-2 sentence of detail)	<ul style="list-style-type: none"> Inputs (e.g. number of program participants) 	<ul style="list-style-type: none"> Technique: (e.g. Survey) Owner: Frequency: 	<ul style="list-style-type: none"> Outputs (e.g. # program completers) 	<ul style="list-style-type: none"> Technique: (e.g. Survey) Owner: Frequency: 	<ul style="list-style-type: none"> Quantified potential progress against overall goal (jobs created) 	<ul style="list-style-type: none"> Technique: (e.g. Survey) Owner: Frequency: 			

Core Component (repeat from above)	Inputs			Outputs			Outcomes		
	Description	Measurement	Description	Measurement	Description	Measurement	Description	Measurement	
2	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ <u>Technique:</u> (e.g. Survey) ■ <u>Owner:</u> ■ <u>Frequency:</u> 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ <u>Technique:</u> (e.g. Survey) ■ <u>Owner:</u> ■ <u>Frequency:</u> 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ <u>Technique:</u> (e.g. Survey) ■ <u>Owner:</u> ■ <u>Frequency:</u> 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ <u>Technique:</u> (e.g. Survey) ■ <u>Owner:</u> ■ <u>Frequency:</u> 	
3	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ <u>Technique:</u> (e.g. Survey) ■ <u>Owner:</u> ■ <u>Frequency:</u> 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ <u>Technique:</u> (e.g. Survey) ■ <u>Owner:</u> ■ <u>Frequency:</u> 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ <u>Technique:</u> (e.g. Survey) ■ <u>Owner:</u> ■ <u>Frequency:</u> 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ <u>Technique:</u> (e.g. Survey) ■ <u>Owner:</u> ■ <u>Frequency:</u> 	

Core Component (repeat from above)	Inputs			Outputs			Outcomes		
	Description	Measurement	Description	Measurement	Description	Measurement	Description	Measurement	
4	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ Technique: (e.g. Survey) ■ Owner: ■ Frequency: 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ Technique: (e.g. Survey) ■ Owner: ■ Frequency: 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ Technique: (e.g. Survey) ■ Owner: ■ Frequency: 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ Technique: (e.g. Survey) ■ Owner: ■ Frequency: 	
5	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ Technique: (e.g. Survey) ■ Owner: ■ Frequency: 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ Technique: (e.g. Survey) ■ Owner: ■ Frequency: 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ Technique: (e.g. Survey) ■ Owner: ■ Frequency: 	<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ Technique: (e.g. Survey) ■ Owner: ■ Frequency: 	

4 Implementation plan (see Excel file)

5 Financial model (see Excel file)

6 Stakeholder map

ACTIVITY 6A: MAP COMMITTED ORGANIZATION STAKEHOLDERS

Instructions: Complete the below table to identify committed stakeholders:

- How is the team ensuring that community perspectives are being actively considered from an equity lens?

Committed Organization		Role in Initiative
1	Organization Name (1-2 sentence of detail describing Org.)	<ul style="list-style-type: none"> ■ Role 1: ■ Role 2: ■ Role 3:
2		<ul style="list-style-type: none"> ■ xx
3		<ul style="list-style-type: none"> ■ xx
4		<ul style="list-style-type: none"> ■ xx
5		<ul style="list-style-type: none"> ■ xx

ACTIVITY 6B: IDENTIFY STAKEHOLDER GAPS

Instructions: Complete the below table to identify and address stakeholder gaps:

Need		Type of Stakeholder Required	Potential Targets	Next Steps (to address/fulfill "Need")
1	Description (e.g. human capital resources need, capabilities need) (1-2 sentences of detail)	Description (e.g. Tech support, functional expert, administrative resources)	<ul style="list-style-type: none"> ■ Target 1 ■ Target 2 ■ Target 3 	<ul style="list-style-type: none"> ■ Step 1 ■ Step 2 ■ Step 3
2			<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ xx
3			<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ xx
4			<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ xx
5			<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ xx

7 Key enablers

ACTIVITY 7A: IDENTIFY IMPLEMENTATION ENABLERS

Instructions: Complete the below table to identify enablers and develop "next steps" to maximize alignment:

Enabler	Rationale	Next Steps (to ensure "enabler" alignment)
1 Description (1-2 sentences of detail)	Description (e.g. why is this enabler essential to the success of the initiative) (1-3 sentences of detail)	<ul style="list-style-type: none"> ■ Step 1 ■ Step 2 ■ Step 3
2		■ xx
3		■ xx
4		■ xx
5		■ xx

8 Key risks

ACTIVITY 8A: ASSESS RISKS AND DEVELOP CONTINGENCY PLANS

Instructions: Complete the below table to assess risks and develop contingency plans:

- "Risk Type" falls into four categories:
 - I. Planning risk (e.g. scope creep)
 - II. Execution risk (e.g. lack of expertise / capabilities)
 - III. Equity of impact risk (e.g. gentrification, localized pollution impacts)
 - IV. Other - please specify (e.g. political activity)
- "Approach to Address Risk" can take one of three categories:
 - I. Mitigate risk and develop contingency plans: Team can develop strategies to decrease the probability of risk occurring or the impact should it occur. If risk is highly probable, then team should look at contingency planning.
 - II. Avoid risk: Team can avoid a risk by doing "key activity" in a different manner that avoids the risk.
 - III. Accept risk: Team may accept low severity/low probability risks. If the risk occurs, team has accepted consequences & will react as necessary.

		Risk Assessment		Mitigation & Contingency Plans		
Risk Type	Risk Detail (most severe to least)	Probability: Assessment & Rationale	Severity: Assessment & Rationale	Approach to Address Risk	Mitigation Plan	Contingency Plan
1	<p>4 options (see instructions) (1-2 sentences of detail)</p> <p>Description of risk (1-2 sentences of detail)</p>	<p>Assessment of likelihood that risk occurs/manifests (High, Medium, Low)</p> <p>Rationale (1-3 sentences of detail)</p>	<p>Assessment of impact, should risk occur/ manifest (High, Medium, Low)</p> <p>Rationale (1-3 sentences of detail)</p>	<p>3 options (see instructions)</p>	<ul style="list-style-type: none"> ■ Strategy 1 ■ Strategy 2 ■ Strategy 3 	<ul style="list-style-type: none"> ■ Strategy 1 ■ Strategy 2 ■ Strategy 3
2					<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ xx
3					<ul style="list-style-type: none"> ■ xx 	<ul style="list-style-type: none"> ■ xx

	Risk Type	Risk Detail (most severe to least)	Risk Assessment		Approach to Address Risk	Mitigation & Contingency Plans	
			Probability: Assessment & Rationale	Severity: Assessment & Rationale		Mitigation Plan	Contingency Plan
4						<ul style="list-style-type: none"> ■ XX 	<ul style="list-style-type: none"> ■ XX
5						<ul style="list-style-type: none"> ■ XX 	<ul style="list-style-type: none"> ■ XX

APPENDIX: Guidance on Equity of Impact

Background: As part of the DRIVE initiative selection process, the steering committee engaged in a prioritization exercise that examined potential initiatives through 5 lenses, including potential “equity of impact.”

Approach for Business Planning Process: Equity considerations should inform each step of the business planning process to ensure initiatives continue prioritizing equity of impact in their design. To that end, this template includes “instructions” on how to address equity in specific sections, and the executive committee has put together two working definitions to guide efforts.

- **Equity:** *[Definition is work-in-progress. Expected completion 7/25]*
- **Equity of Impact:** Any impact of a DRIVE initiative (positive or negative) that directly or indirectly affects the below populations. Note, the complete list of populations to consider from an equity perspective includes, but is not limited to, the below.

Population	Latino					
	Black					
	Southeast Asian					
	South Asian					
	Other Marginalized Populations					
		Undocumented	Low-income	Women	(Formerly) incarcerated	Homeless
		Transversal				



APPENDIX D

Community Focus Groups Summary

DRIVE FOCUS GROUP REPORT

PREPARED BY THE CENTRAL VALLEY HEALTH POLICY INSTITUTE AT FRESNO STATE IN PARTNERSHIP WITH FRESNO BUILDING HEALTHY COMMUNITIES



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Introduction

The D.R.I.V.E. Initiative (*Developing the Region's Inclusive and Vibrant Economy*) is a 10-year investment plan being developed in the greater Fresno region to create a local economy that is “inclusive, vibrant and sustainable” for residents. To aid in this process, DRIVE and its partners designed a research project to understand residents’ perceptions and needs in this new economy. Through focus groups and surveys, the Central Valley Health Policy Institute (CVHPI) collected data to understand the impact of race/ethnicity in the economy, the types of jobs residents think would improve the economy, as well as job training and preparation residents believe is required for those jobs, and how residents engaged with decision-making bodies based on neighborhood.

Methods

CVHPI and Fresno Building Healthy Communities (BHC) outreached the following populations to participate in focus groups: African American, Hmong, and Latino residents, as well as residents in Northwest, Southwest and Southeast Fresno, as well as the unincorporated community of Calwa, unemployed adults and adults with higher education, and business owners and stakeholders in Fresno’s Chinatown. During August and September 2019, 10 focus groups were held with 116 participants in the greater Fresno region. Focus groups were conducted in English, Hmong and Spanish, and took place in multiple Fresno locations and neighborhoods, including schools and libraries. On average, the focus groups lasted approximately two hours and all participants were provided with \$15 gift cards as compensation. At the end of each focus group, participants were asked to complete a brief survey that focused on demographic information, such as race/ethnicity, gender, zip code, along with brief open-ended questions about how residents receive local information and their current employment situation.

CVHPI, with feedback from DRIVE partners, developed a focus group guide based on questions formed around the following concepts: Race/Ethnicity, Economy, Human Capital and Neighborhood Engagement (See Appendix A for full interview guide).

Main Findings

The Effect of Racism and Discrimination on Economic Prospects

Most participants were not surprised when presented with numbers and graphs illustrating the racial/ethnic disparities in household income and employment rates. In the African American focus group, participants stated that racism does play a role in the racial/ethnic disparities in household income and other economic outcomes. Within the Latino and Spanish-speaking groups, the answers of participants ranged from some participants believing that as long as one works hard, they can get ahead to others stating that Latinos experience discrimination and are marginalized but mainly attributed it to lack of education and documentation/immigration status. At times, the discussion about racism shifted to issues about classism and ageism. However, they were very keen to the fact that economic opportunities in their neighborhood and for their groups were different from those opportunities afforded to the white residents of Fresno.

Place Investment as Manifestation of Racism and Discrimination in Economy

Participants emphasized the inadequate level of investment and development in South and Southwest Fresno, particularly the lack of businesses and projects that promote health and social cohesion. A key example used to illustrate this phenomenon during the discussion was the lack of new schools and grocery stores in these areas. Participants explained that it took more than 40 years to get a junior high school in Southwest Fresno and that getting a Food Maxx in the area took 35 years. During the Unemployed focus group, participants expressed their frustrations with corporations that come into Southwest Fresno, but do not invest in the local community or even hire employees that reside in the area.

Participants in the African-American focus group also expressed concerns about gentrification in Downtown and Southwest Fresno. Specifically, they explained that the Fulton Street revitalization project resulted in the displacement of poor people by "yuppies." Participants pointed out that money is taken from Southwest Fresno and invested uptown, resulting in fewer opportunities for Southwest Fresno residents. One participant discussed the decrease of locally owned businesses in Southwest Fresno and said that the only place that has hired some local residents from the area is Food Maxx.

Participants stated that they would like to see less liquor stores and dirty industries and more grocery stores, community centers, well-maintained parks, and shopping centers like Riverpark in their communities, as these would facilitate healthy living and provide jobs. They also suggested that some sites, such as community centers and libraries should remain open after 5 p.m. to allow greater access for the community and provide more opportunities for employment.

Lack of Diversity within Positions of Power and Managerial Positions

African American Representation and Opportunities in Fresno

During the African American focus group, participants expressed that they experienced being judged based on the color of their skin rather than their background or education level. Since they are not given an equal opportunity, regardless of qualifications or educational background, they have to work even harder to be recognized. One participant, an African American woman, said she experiences this all of the time; people put her in a category based on the color of her skin and assume she is not a physician. She explained how students did not want to come to a medical assistant course she taught because she was an African American woman. Another woman in the African American focus group, who had previously worked in the medical field, shared how some patients did not want her caring for them, and that she had felt unsafe when a man in a truck drove past the clinic she worked at with a confederate flag flying from the tailgate. Participants in the African American focus group noted the lack of African American employees at the VA hospital recently built in Southwest Fresno.

Residents in the African American focus group also discussed the lack of African Americans in decision-making positions and elected leadership. One participant expressed what he saw as a missed opportunity to elect someone into City Council who grew up in Southwest Fresno and is knowledgeable about District 3 due to residents believing that their vote does not count. The participants feel they are not connected to those in power; elected officials need to do their job and represent and help them.

Business Ownership and Development

Participants in the African American focus group discussed how they would like opportunities and support for entrepreneurship so that they can own businesses within their own communities. It was stated that currently there are almost no businesses around Southwest Fresno that are owned by African Americans, and it was further explained that discrimination and a lack of local banks in Southwest Fresno are barriers to obtaining loans. Another participant expressed that entrepreneurship is a way for African Americans to be able to accumulate wealth through generations.

Support and Funding Opportunities for African-American Led Organizations and Initiatives

During the African American focus group, participants stated that there was a lack of funding in low-income, minority communities, specifically in African-American led organizations and initiatives. When asked about existing organizations or groups that help empower their respective neighborhoods, participants stated that foundations such as The California Endowment do not invest in African-American organizations. Participants explained that leadership opportunities should be accessible for African Americans, especially for those initiatives intended to address racial inequities in the African American community. Participants expressed that foundations ("independent funders") like The California Endowment do not hire African Americans. Another key example of inadequate African American representation in philanthropic initiatives was the Fresno County Preterm Birth Initiative; participants shared that there was a lack of African American staff and that partnerships were not made with African American led organizations. Thus, while the Preterm Birth Initiative was meant to focus on Southwest Fresno and African American families, participants believed that it fell short of this goal.

Barriers to Securing Adequate Jobs

The Role of Nepotism and Lack of Quality Jobs

A lack of employment opportunities was a major concern for participants across multiple focus groups. In the Northwest focus groups, participants emphasized the role of nepotism in securing good jobs; they felt that many jobs are unattainable unless you have personal connections. In fact, several participants expressed that job applications are a "facade", as the general public is not genuinely considered for the job since it will most likely be given to someone the employer already knows, regardless of which candidate is most qualified.

Calwa focus group attendees expressed similar sentiments; they have seen this phenomenon take place in packing houses, construction jobs, and farming work. One participant mentioned that his employer would ask for his recommendations when looking to hire new workers. This system makes it difficult for people to gain entry into the workforce, and many applicants never hear back from jobs they applied to.

Participants were also concerned about the quality of jobs available. In the Unemployed focus group, participants mentioned that the only types of jobs most people have access to are survival jobs (e.g., 99 cent store, Little Caesars). Also, while the addition of the Amazon distribution center provided local jobs, one participant expressed concerns that those jobs will be replaced by automation within the next decade.

Lack of Transportation

Participants in the Northwest Fresno focus group mentioned that transportation is a huge issue in this area of Fresno. Many participants agreed that Northwest Fresno is disconnected from the rest of the

city. The lack of transportation has affected them negatively in many aspects, especially when it comes to applying for jobs. Some participants mentioned that they are aware of the jobs brought by Amazon and they would like to apply, but they cannot travel to the warehouse because there is no public transportation that runs early or late enough.

The lack of transportation also creates complications for parents, who mentioned that they sometimes have to choose between using their transportation for work or for taking their children to school. Participants said that city planning in Northwest Fresno needs to be reassessed by local representatives, as the region is growing rapidly.

Deselection from the Workforce: People of Color Anticipate Racism in the Local Economy

A common theme across multiple focus groups was that racism plays a major role in hindering people of color from striving for better jobs. This problem begins to develop early on in unsupportive schools and neighborhoods. Through racist interactions with school faculty, students internalize biases against their own racial/ethnic groups. For example, participants pointed out that Latino students experience bullying and other trauma related to their ethnic identity in the school system. This damages students' self-esteem, leaving them to believe that their ethnic identity disqualifies them from being successful in high skilled jobs. Attendees explained that when joining the workforce, many people attempt to market themselves as Caucasian in order to secure a higher paying job with better benefits. During the African American focus group, it was stated that not only can skin color be a barrier but one's name can also be a barrier to getting a job. One participant stated that her mother purposely gave her a white-sounding name to avoid her from being deselected for a job based on the name on her application alone.

This is due in part to a deselection process that eliminates minority applicants from consideration for employment. In systematic deselection, candidates from the community are deselected through one evaluation after the other until no community candidates are eligible. During the Southwest focus group, participants discussed how hiring for the Transformative Climate Community jobs related to the development of high-speed rail became impossible for residents in Southwest Fresno to obtain after the hiring process went through a series of background checks, drug tests, and math tests, which seemed to systematically eliminate candidates from the community.

During the Latina/o focus group, one participant stated that the head/boss of businesses and companies in Fresno are white males. In contrast, Latinos have very poor paying jobs. One participant in the Unemployed/Adults with higher education focus group mentioned that the small number of people of color who have secured positions of power are complacent and do not use their power to pave a path for the rest of the community.

Language also poses a significant barrier for people of color seeking better jobs. In the Spanish-speaking and Hmong focus groups, participants expressed that language barriers inhibit job searches, job acquisition, and job training.

Employment opportunities are also limited by immigration status/documentation, as undocumented residents struggle to find jobs that they qualify for, especially jobs that pay well and offer benefits. Participants in the Calwa and Southeast focus groups mentioned that undocumented workers are often paid less than minimum wage.

Recommendations

Economy

Increased Availability of High-Skill Jobs for Youth Pursuing Higher Education/Vocational Training

When asked about what kind of jobs they would like to see for their children/youth in the community, attendees mainly expressed that they hoped to see more high-skilled jobs that require higher education (e.g., tech, teaching, law, health professions, engineering) or advanced vocational training (agriculture-related, welding).

In the Northwest focus group, participants mentioned that there should be more emphasis placed on vocational training. One participant stated that they knew of an employer who was searching for a welder, but was unable to find one for weeks. They further mentioned that college does not always do a good job of teaching students marketable skills.

In the African American and Unemployed/Some Higher Education focus group, participants emphasized the importance of encouraging entrepreneurship, as it provides greater opportunities for financial growth. In particular, one participant from the Unemployed/Some Higher Education focus group expressed her frustration with doing manual labor for low pay while her employer earns much more while doing much less work. Participants suggested microloan programs as a source of funding to inspire entrepreneurship.

Jobs that are Fair and in the Community

When asked about what kind of jobs they would like to have access to, participants stated that they want well-paying jobs that offer benefits, retirement plans, and health coverage. For Latino immigrants in Calwa, jobs with a steady, year-round income are hard to come by. Many residents work seasonal agricultural jobs, meaning that they experience income volatility during some parts of the year. Moreover, these jobs do not come with benefits and health concerns can pose a significant burden because workers cannot afford to miss a day of work.

Ultimately, participants emphasized that businesses/employers need to be more just about developing jobs. In the Northwest focus groups, participants expressed that many businesses do not offer full-time jobs because employers do not want to provide benefits. Currently, many participants have no choice but to take jobs (e.g., in pack houses, as farmworkers, etc.) that require them to work long hours for low wages, no benefits, and no opportunities for promotions or professional growth.

A participant in the African American focus group expressed that they want and need jobs with good benefits; however, there are few jobs like this in Southwest Fresno. A participant shared that working at the Darling Plant could provide some access to a job with good benefits, if people from the community were hired, but that it came at the expense of their health, as they had to deal with the negative environmental and health impacts such an industry brings when embedded inside of a community. It was also mentioned that these factory jobs are not going to local residents, making jobs with good benefits even more limited in Southwest Fresno.

Parents in the Latina/o focus group expressed that they would like jobs through the schools that their children attend in the community. They stated that they could work for a few hours as security and watching over the students, where they could even help stop bullying in schools. Some participants also mentioned that they would like to see more jobs for limited English speakers or people with limited skills.

Investment in More Socially Responsible Businesses

Participants discussed that businesses can be more socially responsible in two ways: by hiring local residents and doing their part to enrich the community and keep neighborhoods clean. Across multiple focus groups, participants stated that though many businesses operate in their areas, very few offer good jobs to the people who lives in those areas. For example, at the Unemployed/Some Higher Education focus group, a participant mentioned that Bitwise hires employees almost exclusively from out of the area. Similarly, participants from the Calwa focus group said that Amazon warehouse and factory jobs have not been going to local residents; though the warehouse was initially marketed as a job-creating opportunity for the region, very few community members who applied were offered a position. Participants shared that these jobs also do not pay well, and only those in higher positions are earning good wages. Residents feel that since these businesses benefit from the local community, they should also provide employment opportunities for residents.

Participants also shared concerns about the role some local businesses play in polluting the air and creating unhealthy living conditions for residents, as previously discussed in this report. Looking forward, residents stated that they are hoping to see cleaner businesses that will not harm community health. Overall, participants expressed interest in businesses other than “dirty” industries that could help the local community thrive and provide jobs, such as restaurants or other amenity-based businesses.

Elements of a Good Economy: Job and Housing Security, and Reinvestment in Local Community

Participants across the African American, Southwest, and Southeast focus groups stated that they would like an increase in support and opportunities to start their own businesses and more investment in entrepreneurship. They would like to see more jobs where people can be hired from and give back to their communities, such as jobs for the elderly through community centers where they can provide a service or teach a skill to the younger residents.

Participants in the Latina/o focus group expressed concern about the expensive and rising rent costs. One participant stated that the apartments in Downtown are expensive and not accessible to local residents because the rent is too high. Participants from other focus groups also expressed that they would like more affordable housing. Participants also discussed the need for investment in infrastructure that supports healthy communities such as adequate and safe sidewalks, streets, and parks. In the Calwa focus group, residents stated the need for investment in basic infrastructure such as traffic lights, street lights, and crosswalks to assure community's safety, especially around schools.

Democratic Participatory Budgeting Process

Participants in the unemployed focus groups expressed that in Fresno, industries that can generate a large amounts of taxes should be encouraged and supported, especially industries formed by local entrepreneurs. Participants expressed that the city needs to allow and establish a democratic participatory budgeting process to decide where and how tax monies are spent. Participants mentioned

that there needs to be advocacy and support for a community impact fund from taxes to utilize these monies to create the best economic development for the community and that during this process, there needs to be clarity and specificity about how the money will be invested in the community to establish accountability to local folks. According to participants, adopting this model would be extremely beneficial to all communities as it is very inclusive, and that participation should not be based on documentation/immigration status.

Human Capital

Adequate Job Training for “Promising Jobs” and “Other Jobs”

Participants expressed the need for quality and in-depth job training for “promising jobs” and “other jobs” such as customer service, the restaurant industry, and agriculture. It is preferred that the job training be completed early on in the hiring process before the first day of work. Participants in the Southeast focus group discussed the need for thorough training for all employees, regardless of education level and immigration status, that encompass work safety, discrimination, and harassment.

Many agreed that current trainings are brief and basic and in some instances there is no training at all. As a result, risk of injury is very high. A participant shared that in the restaurant where she worked, she did not receive training, and she had an accident where she burned her hand. It was also shared that some job trainings are provided through computers, which is challenging to complete for individuals who do not have computer skills or access to a computer or the internet. Participants in Calwa added that in a majority of cases, once hired they are told that they will learn as they work. A participant also mentioned that agriculture employees do receive basic training.

Preparation for Good Jobs/High Skilled Jobs

The Role of Schools and Early Education in Preparing Students

Participants in several focus groups emphasized the key role schools play in not only preparing students to enter the workforce, but also giving them the skills needed to be financially responsible adults. Moreover, the education pipeline and investments in early education need to be strengthened by investing in good quality schools and teachers. It was noted that from an early age, children should receive comprehensive support (including emotional support) to prepare them for good jobs. Participants also stated that higher education should be made more accessible and affordable.

In the Northwest focus group, participants pointed out that schools, such as Duncan High School, are lacking programs that allow students to develop marketable and versatile skills. Generally, schools like Duncan High School push students to pursue higher education rather than giving them the skills needed to enter the workforce. They expressed that there needs to be a balance between pushing students towards professional career pathways and vocational training.

Northwest Fresno focus group participants also mentioned that there needs to be a better way for high school students to learn about job opportunities in Fresno (e.g., vocational jobs, entry-level jobs, jobs requiring 4-year degrees, etc.). They also mentioned that youth often do not have clarity on what career path to pursue because they do not know what kind of jobs exist in this area. It was noted that there

should be opportunities for students to explore professional careers and receive support for professional development early on in their education.

Education Inequalities: Race/Ethnicity, Place and Language Access

Participants discussed that children fall behind in school for two primary reasons: discrimination due to race/ethnicity and lack of language proficiency. Participants in the African American focus group noted that there are few schools in Southwest Fresno, in black neighborhoods, forcing many students to travel outside of their communities to attend school. The Hmong focus group echoed this idea, that schools are segregated by race/ethnicity, and that not all schools are equal in quality. Participants in Southeast also noted that schools in north Fresno, and Clovis, two areas that are more affluent and with a higher population of white residents, seem to have more funding and resources allocated to them. Participants shared that the money that does come to the south Fresno schools needs to be spent on black and Latino students, on classes that improve their proficiency in English, math and science to prepare south Fresno students for good, high-skilled jobs. Business owners in downtown Chinatown also noted that there are systemic issues in education and that the education system needs to reinforce basic math skills as well as increase proficiency in English and science skills. Participants in the Southeast focus groups specifically stated that funds seem to be allocated away from student learning and reallocated to sports and other non-academic activities.

Along with more funding and resources, participants also reported the overall quality of education, including the capacity of teaching staff, seems higher in north Fresno and Clovis schools. In the Southeast focus group, a participant shared that teachers seem more intent on getting along with their students instead of supporting student learning.

Racism and Language Play a Role in Education

The lack of teachers of color in schools in African American and Latino neighborhood schools, who are representative of the students attending their schools, was mentioned in multiple focus groups. In the African American focus group, participants shared that teachers and staff at schools did not always understand African American children, or were noticeably biased against African American children, with punishments being more punitive for students of color. The Latino focus group also expressed that racism exists in schools and noted Latino students received harsher discipline when compared to white students, and that school counselors discriminate against students of color.

Another topic that emerged from this discussion was that the categorization of students as English Learners (EL) has negative academic affects children that later affect their progress to obtain high-skill jobs. Attendees in the Unemployed and Calwa focus groups highlighted that more focus and resources need to be invested in children who are categorized as EL. As participants explain, once children are identified as EL students, their academic programming diverges from non-EL students, with their education being less rigorous than that of non-English learner, which is an obstacle to getting the education they need to obtain high-skilled jobs later. Parents questioned who benefitted from assigning children to the EL category and whether the practice of labeling students as EL was beneficial. Overall many participants noted that being labeled as EL leads to receiving an education that is potentially harmful to their overall educational outcomes and future job prospects.

Programs and Services for Professional Development (Adults)

Attendees in the Southeast focus group stated that they need support and advice when it comes to crafting resumes, since that is a crucial component of the job application process. In the Hmong focus group, participants mentioned that limited English language proficiency and limited computer skills can also be barriers to searching for jobs. A participant in the Latino focus group also mentioned that it would be useful to receive training on how to apply and prepare for jobs.

Neighborhood Engagement

Disconnection with Local Decision Makers

Participants in Northwest Fresno focus group expressed that they feel forgotten by their local representatives. In the past, residents have tried to utilize the Fresno website, but even the act of getting online is difficult in Northwest Fresno because many parts of the community lack adequate internet access. Participants feel that Council representatives need to be more aware of the issues faced by residents in the areas they represent. For example, in Northwest Fresno, there are issues with sidewalks and flooding, but residents are often not sure who to contact about these problems. Participants in the Northwest Fresno focus group strongly suggested Council representatives responsible for Northwest Fresno to reevaluate plans for the area, taking into consideration its rapid growth. According to Northwest Fresno residents, to date, Council representatives have not done this, resulting in serious consequences for them. For example, in the past 10 years, three schools have been built in Northwest Fresno, but access to public transportation and expanded roads is still severely lacking.

In the African American focus group, participants stated that they do not feel as if they have a place to go when they have a problem in their community, nor do they feel as if there is an organization that can help connect them to people in power. Calwa residents described the need for investment in basic infrastructure to assure their community's safety, and also expressed their struggles in receiving such funds and support from elected officials; they feel that Calwa is a neglected area. The Southwest focus group stated that while they do have leaders in their community, they often don't have a consistent person that they can go to within the halls of power, it depends on who is in office.

When faced with issues in their neighborhoods, participants mentioned a few organizations/leaders that they turn to, including Friends of Calwa, BHC, or other CBOs/community leaders. According to some participants, the best way to access decision makers is to attend city council meetings or to engage with community/neighborhood leaders that can bridge the gap between the community and elected officials. It is also important to note that when people said they did have somewhere to go to, such as with the business and Southwest focus groups, those people relied on receiving good and reliable information and when they did not, that hurt the trust that others in the neighborhood place on them.

Space and support of Community leaders from underserved communities

Participants in the unemployed focus group agreed that many times organizations are limited in advocacy work because of grant systems/limitations. Participants said that within the underserved communities, there are leaders willing to speak on their behalf and discuss bold ideas. Participants would like to see the organizations doing advocacy make space and provide support to existing community leaders. Participants expressed that this is necessary to change the way decisions have been

made for their neighborhoods, behind closed doors, leaving out the people who have to deal with the consequences of such decisions.

Next Steps

Moving forward, there are four remaining focus groups that will be conducted in Fresno County. While these focus groups take place, DRIVE and partners will see how the perspectives of residents can align and help to inform the implementation plans as they are in development. After these remaining focus group conclude, the surveys completed at the end of each focus group will be analyzed and shared out through a follow up summary. We will continue to look for opportunities to engage communities through the DRIVE process as next steps emerge.



APPENDIX E

Civic Infrastructure Glossary

A. GLOSSARY

Term 1: Civic Infrastructure

Definition

- Civic infrastructure can be thought of as the **glue that connects the people and institutions in a place**
- More specifically, it consists of **places, policies, programs and practices** that enable us to connect with one another, to address our shared concerns, to build community voice and to solve public problems.

Importance

A well-constructed civic infrastructure **facilitates public problem solving through civic action and participation**. If built with intention, it can unlock the following outcomes:

Shorter-term:

- Produces platforms on which a sense of shared responsibility can reside and grow
- Enables us to communicate with one another more effectively and manage our differences
- Helps us to develop a shared understanding of what constitutes our common and public good

Longer-term:

- Builds **civic capacity**: capacity to create and sustain smart collective action
- Enables **public participation**: system that embodies conscious inclusion and elicits voices of all to cultivate and reinforce a stake in civil society
- Grows **agency**: opportunities for all to effect positive change in community life

Source: 21st Century Civic Infrastructure, Aspen Institute, Spring 2015; Catalyzing Neighborhood Revitalization by Strengthening Civic Infrastructure, Urban Institute, April 2019



Term 2: Asset-based Framework & Practice

Why is asset-based important

- Discussions of disinvested neighborhoods often focus on current problems, such as what neighborhoods lack and the barriers that prevent revitalization, rather than on neighborhoods' assets. This deficit narrative can reinforce negative perceptions of those neighborhoods, inhibit the willingness of policymakers to intervene, and limit the interest of private-sector companies and financial institutions to invest. Even highlighting these disparities through research and data that measure neighborhood distress can contribute to perceptions that these neighborhoods do not have assets.

Details

- A framework and practice for building civic infrastructure that elevates community leadership and empowers local resident ownership to drive neighborhood revitalization, which in turn more directly benefit residents. The strategy necessitates a shift from a mindset of declines and deficits to emphasize building on the strengths of existing assets and opportunities. Every neighborhood, no matter its problems, has an array of physical and intangible assets.
 - » Physical assets include buildings, transportation systems, green spaces, civic or institutional uses, and proximity to strong neighborhoods. Over time, many of these assets have declined through disinvestment, neglect, and the impacts of segregation and structural racism.
 - » Intangible assets include a mix of residents, diverse cultures, history, social and civic organizations, and networks of relationships.
- This theory of revitalization and community development foregrounds residents as primary actors rather than as just the recipients of services. In asset-based community development, residents and local businesses determine how new investments and initiatives can respond to the desires of community stakeholders. For example, if residents call for improved physical health, place-based strategies could range from creating a new park to building a new grocery store, but the ultimate decision for which strategy to pursue would depend on residents' choice. Linguistically-isolated and sub-communities within the neighborhood must be explicitly included in decision-making.

Steps for asset-based civic infrastructure development

- First, local stakeholders and residents identify assets. These include a blend of neighborhood groups and institutions, individual resident capacities, physical and civic assets, and the collective history of the place and the people who live there.
- The next step involves connecting the neighborhood actors, leaders, organizations, and groups with (typically) one institution that serves as the primary connector or coordinator (McKnight 2017).
- Once these groups are connected, they create a shared vision for their neighborhood that incorporates the strengths of their individual assets.
- After creating that vision, these groups approach local government, philanthropy, and other nonprofits to provide the resources, technical assistance, and capacity building to implement the vision (McKnight 2017).

Source: Catalyzing Neighborhood Revitalization by Strengthening Civic Infrastructure, Urban Institute, April 2019

Source: 21st Century Civic Infrastructure, Aspen Institute, Spring 2015



Term 3: Resident-driven (to promote equity and inclusion)

Why is “resident-driven” important

When people are left out of the process by which decisions are made or by which their stations in life are meant to improve, we render a portion of society justifiably disaffected and discontented. We lose the benefit of their understanding and aspirations. When we bring more voices into public problem solving our solutions are better informed, and we build a broader and deeper stake in their success

Details

From a process standpoint, being resident-driven involves authentically listening and responding to community needs. Through organizing, resident leaders learn by doing. Small early victories build the confidence and skills to take on larger projects and complex policy changes. Substantively, this means policies, programs, and projects must create equitable access to key determinants of social, physical, and economic well-being without displacing communities of color. Residents must be involved and drive the process. Doing this work of infusing equity and inclusion is important because it increases “the capacity of people of color to strengthen their communities and determine their own future and that of their neighborhoods”

Source: Catalyzing Neighborhood Revitalization by Strengthening Civic Infrastructure, Urban Institute, April 2019

Source: 21st Century Civic Infrastructure, Aspen Institute, Spring 2015

Term 4: “Backbone” Intermediaries

Why are “intermediaries” important

Intermediaries, in general, and place-based intermediaries, in particular, are important to civic infrastructure because they sustain efforts, build relationships, generate knowledge and maintain accountability. Place-based intermediaries can provide a stable and more permanent resource in problem-solving efforts by their ability to endure and adapt to the leadership changes in government, business, philanthropy and nonprofits that may occur during the course of any collective endeavor.

Details

A backbone organization builds connections, marshals resources, enables community engagement and shares knowledge. Other specific national efforts serving to bridge sectors in creative ways include The Civility Initiative, which focuses on strengthening one-on-one relationships among civic leaders across sectors and social divides; the Center for the Study of Social Policy, which works with federal, state and local public agencies as well as with private sector organizations, foundations and community members; and the National Center for Service and Innovative Leadership, which trains leaders across sectors to address pressing problems, offers convening support, and serves as a networking agent with other like-minded endeavors.

Source: 21st Century Civic Infrastructure, Aspen Institute, Spring 2015



Term 5: Community Building Organization

Why are Community Building Organizations important?

Community Building Organizations (CBOs) emphasize community strengths and the diversity of groups and systems to nurture shared values and goals with a strong focus on enabling communities to lead and achieve real empowerment, rather than merely “community betterment”. CBOs focus on community change and growth from the inside and build “power with” community and serve as a conduit to bond, bridge, and link community members.

Details

A community building focus recognizes the range of perspectives and relationships that exist and seeks to engage with the multiple dimensions of a community by integrating diverse strategies and methods. The goal is to build the capacity of the entire system, and all its participants, to operate as a community.

Key concepts in Community Organizing and Building are central to these efforts:

Concept	Definition	Application
Empowerment	Social action process for people to gain mastery of their lives and the lives of their communities	Community members assume greater power or expand their power from within to create desired changes
Critical Consciousness	A consciousness based on reflection and action in making change	Engage people in dialogue that links root causes and community action
Community Capacity	Community characteristics affecting its ability to identify, mobilize, and address problems	Community members participate actively in the life of their community through leadership, social networks, and access to power
Issue Selection	Identifying winnable and specific targets of change that unify and build community strength	Identify issues through community participation; decide targets as part of a larger strategy
Participation and Relevance	Community organizing should “start where the people are” and engage community members as equals	Community members create their own agenda based on felt needs, shared power, and awareness of resources

Source: Minkler, M. (2012). Community organizing and community building for health and welfare. New Brunswick, NJ: Rutgers University Press.

Term 6. Community Capitals Framework

Community Development can also be defined as a group of people in a locality initiating a social action process through planned intervention to improve their seven capitals situation. The seven community capitals are natural, cultural, human, social, political, financial, and built.

1. Natural Capital includes all natural aspects of community. Assets of clean water, clean air, wildlife, parks, lakes, good soil, landscape – all are examples of natural capital.
2. Cultural Capital assets may include local beliefs, values, history, foods, festivals, cultural heritage, art, etc.
3. Human Capital investments are those investments that add to the health, education, and well-being and self-esteem of people.



4. Social Capital is an area of investment that impacts how people, groups, and organizations in community get along. Examples include leadership, working together, mutual trust, and sense of a shared future.
5. Political Capital is a measure of social engagement. Communities should allow all groups to have opportunities for leadership and engagement, and to have a voice in public issues.
6. Financial Capital includes forms of money used to increase capacity of the unit that accesses it. These include: savings, debt capital, investment capital, tax revenue, tax abatement and grants. Other examples of financial capital are investments, fair wages, internal and external sources of income.
7. Built Capital includes all human constructed infrastructure such as sewers, water systems, machinery, roads, electronic communication, buildings, and housing.

Flora, Cornelia B. and Jan L. Flora. 2008. "Generating community change." Pp. 345-376 in Rural Communities: Legacy + Change. 3rd ed. Boulder, CO: Westview Press.

B. COMMUNITY HUB DETAILS

Neighborhoods Selected:

B. COMMUNITY HUB DETAILS

Neighborhoods Selected:

Capital + Operations	Community Organizing	Community Organizing Operational Support Only
Pinedale		Wishon
Wolters - El Dorado		Anthony
Webster		Teague
Addams		Columbia
Muir		West Fresno Elementary
Birney		Heaton
Lincoln/King		
Lowell		
Calwa		
Winchell/Jackson		

These neighborhoods were selected based on filtering elementary school areas with concentrated poverty (>40%) by CalEnviroScreen 3.0 and Fresno County’s Health Priority Index to determine neighborhoods with the highest vulnerability and health burden. If the pilot is validated, hubs may expand to additional neighborhoods.



Core Functions:

	Description	Standard
Organizing & Convening	Community organizing can be done in many ways, from gathering residents for play (dance, games, movies, etc.) to planning (discussing neighborhood problems/vision) and identifying how to address neighborhood issues. The goal is for community members to create their own agenda based on felt needs, shared power, and awareness of resources.	Every hub will gather residents at least once/month. <u>Funded organizers will carry out relevant organizing activities to ensure robust participation, such as:</u> <ul style="list-style-type: none"> ● <u>one-on-one meetings</u> ● <u>house meetings</u> ● <u>door-to-door canvassing</u> ● <u>community celebrations</u>
Work with intermediaries	Work with intermediaries to develop the network, build hub capacities, identify funding sources and capacity building resources to meet the stated needs of the neighborhood.	Quarterly intermediary meeting attendance. Three additional funding sources will be leveraged for neighborhood improvements over the five year period.
Culture-building Celebrations	Hubs will utilize cultural organizing to integrate arts and culture into organizing strategies to help bond residents and build bridges across communities. Cultural organizing is a fluid and dynamic practice that is understood and expressed in a variety of ways, reflecting the unique cultural, artistic, and rich historical context of the community.	Every hub will carry out a minimum of two annual neighborhood-wide resident-led culture-building activities to develop a sense of shared community and cultural identity.
Place-based improvements/projects	Carry out place-based measurable community revitalization and improvement projects to improve the quality of life in the neighborhood and advance long term power-building work. Hubs must ensure that they build resident capacity for implementation of identified projects.	Every hub will ensure a minimum of one capital project, identified, staffed and evaluated by residents annually
Connect to other DRIVE initiatives	Based on resident aspirations and needs, connect to other DRIVE initiatives, including, but not limited to: Permanent Affordable Housing, Corridors, Recruit and Retain Talent, Upskilling, and Betting Big	Every hub will meet with intermediaries to map out points of connection and leverage

Sources:

1. 21ST CENTURY CIVIC INFRASTRUCTURE: UNDER CONSTRUCTION APSEN INSTITUTE 2015
2. In 2013, Opportunity Nation commissioned an analysis of data collected from the Census Bureau and other government sources to understand the relationship between civic engagement and economic opportunity. The analysis revealed that engagement is a significant predictor of economic opportunity across states, and communities with higher rates of engagement and volunteering tend to have lower levels of income inequality. (from 21ST CENTURY CIVIC INFRASTRUCTURE: UNDER CONSTRUCTION APSEN INSTITUTE 2015)
3. Penn Praxis Civic Infrastructure a model for reinvestment

https://www.urban.org/sites/default/files/publication/100033/catalyzing_neighborhood_revitalization_by_strengthening_civic_infrastructure



APPENDIX F

Housing Policy Recommendations

STATE & LOCAL POLICY, PROGRAM AND FUNDING NEEDS

While deep and sustained public and private financial investment is necessary to address Fresno's housing needs, it is not sufficient. California's housing crisis, and the disproportionate housing needs impacting people of color in particular, are products of local, state, and federal policies and practices, and they require reform and innovation in policy and practice at all governmental levels to systemically address. Discriminatory housing and land use practices by the public sector has resulted in severe disparities in access to permanent affordable and high-quality housing opportunities for Black, Latino, Asian-Pacific Islander, and Native American households, immigrants, and other marginalized populations. Discriminatory private sector lending and housing maintenance practices and advocacy to block the passage of just housing policies have contributed to and cemented these disparities. State policy and practice reforms must place equity and inclusion at the center and challenge existing norms around housing and land use in order to build a prosperous California that offers fair housing opportunities for all its residents.

We propose the following additions and revisions to California housing and land use policies and programs to address key barriers to housing quantity quality, affordability, and access. These changes will lay a foundation that will maximize the impact of the resources sought by this business plan and catalyze long-term change in Fresno and beyond.

QUANTITY

- Create a fund to implement city and county SB 244 plans to finance water, wastewater, storm water, and structural fire protections needs identified in disadvantaged unincorporated communities that are not addressed through other existing funding sources.
- Adopt statewide inclusionary housing policies that require and incentivize the inclusion of housing affordable to lower-income residents in greenfield development, and in connection with state funding and incentive programs. Create model inclusionary housing and zoning policies tailored to geographic regions and different housing markets to facilitate local adoption. (QUANTITY / ACCESS)
- Creation of a regional body in the Central San Joaquin Valley with authority to levy taxes and impact fees for the construction and maintenance of permanently affordable housing
- Preserve existing housing in disadvantaged communities by protecting housing from the adverse effects of new industrial, agricultural and other locally unwanted land uses (LULUs) by (1) enhancing culturally and linguistically appropriate public engagement opportunities on new projects under the California Environmental Quality Act and Government Code and, (2) building upon environmental justice planning requirements such as SB 1000, by establishing buffer zone requirements between housing and LULUs and incentivizing conversion of conflicting land uses to compatible alternatives



that promote housing quality and public health. (QUANTITY / QUALITY / ACCESS)

- Extend and strengthen mobile home titling and fee waiver to promote resident ownership of mobile homes with clear titles and stability of mobile homes as a critical source of affordable housing.

QUALITY

- Enhance incentives and requirements for proactive code enforcement and rental housing inspection programs in rental housing to ensure compliance with basic habitability standards while protecting residents from displacement wherever possible and providing suitable relocation assistance.
- Increase staffing of state code enforcement for mobile home parks.

AFFORDABILITY

- Enhance local government authority to prevent closure of mobile home parks and to ensure compensation to homeowners when a park closes.
- Create funding opportunities for the preservation of existing affordable housing by qualified preservation purchasers in collaboration with HCD and California's Preservation Notice Law.

ACCESS

- Strengthen and add to existing law and state planning priorities directing growth and investment towards existing communities, including by: (1) limiting sprawl and new community development through Regional Transportation Plans / Sustainable Communities Strategies, the State Planning Priorities, Groundwater Sustainability Plans and other planning and funding requirements that integrate land use, water, and housing ; (2) clarifying that infill includes development on underutilized land within the footprint of existing disadvantaged unincorporated communities identified in analyses conducted pursuant to SB 244 (Wolk, 2011) and SB 1000 (Levy, 2016) that lack infrastructure and service investments; and (3) directing infrastructure and service investments to support affordable housing development in existing communities.
- Create an inter-agency task force with inland and rural community-based organization, non-profit affordable housing developer, and local government seats to examine state legislation and guidelines for funding for affordable housing and community development to identify and make recommendations to address coastal biases that inhibit equitable utilization of funding sources to address the needs in inland and rural areas.
- Prohibit discrimination against prospective tenants based on their receipt of housing choice vouchers ("Section 8") and other local, state, and federal rental subsidies.
- Enhance state tenant protections, including by enactment of Just Cause Eviction protections.

ADVOCACY AND OVERSIGHT

- Increase staffing in HCD to levels necessary to allow housing element reviewers to meaningfully assess jurisdictions' compliance with state housing element law, including with respect to both the revision and implementation of housing



elements and conduct and implement a review of HCD's protocols for communicating state law standards and securing compliance by local governments in accordance with HCD's guidelines. Create partnerships between HCD and local legal assistance programs with Housing Element expertise.

- Create a Right to Counsel pilot program to provide funding and guidance for ensuring the right to counsel for low-income tenants in housing matters, including eviction defense, fair housing, government benefits, and habitability claims.



APPENDIX G

The Fresno Community Justice Network

TO: DRIVE Executive Committee

FROM: The Center for Peacemaking, Fresno Pacific University
Faith in the Valley
Fresno Building Healthy Communities

DATE: October 11, 2019

In the process of evaluating opportunities to improve economic mobility in Fresno and address racial inequities, the issue of criminal justice reform and community justice surfaced in several work sessions. Achieving racial equity requires true community safety which is important for all Frenans, but especially for residents of color – who are most impacted by both crime and criminalization. It is an unfortunate reality that in Fresno, Black youth are over 4x more likely to be arrested for curfew compared to White youth, and 70% of all adults arrested for misdemeanor or felony violations are Black or Latino¹. Additionally, 8 out of 10 police shooting victims are Black or Latino². Our justice system must keep all communities safe, foster prevention and rehabilitation, and distributive justice. But in too many ways, our system is falling short. As reported in The Atlantic, during the 2015-16 school year Black students accounted for nearly 30 percent of school resource officers' arrests and citations³. Many immigrants in Fresno live in fear of ending up in mandatory detention due to the relationship between the Sheriff's Office and Federal ICE agents and the Sheriff's vocal support of President Trump's anti-immigrant policies⁴. Racial profiling and due process violations directly impact community members' rights to fair treatment and human rights⁵.

The good news is that Fresno, as a community, is at a unique moment in which there is strong public support for justice reform that will help move us to transformative, lasting change. We envision a system that promotes community safety through prevention by investing in fair and effective policing practices, alternatives to incarceration, equitable sentencing, successful reintegration, and fostering an environment that protects the rights of all community members.

Public and non-profit partners involved in the community justice initiatives in Fresno are encouraged by the economic development investment planning and collaboration through the DRIVE process. We believe it is equally as important to prepare for investment in strategies that create a positive path forward for increased community engagement and racial equity in the criminal justice system. The following pages provide an overview of the concepts and programs that will be included in the full business plan. In total, we estimate that a \$7,000,000 initial investment is needed to expand and enhance the network of justice that is steadily gaining momentum, and \$5 million annually to sustain these initiatives.

1 Advancement Project. (2019). Fresno Justice Equity Workshop.
2 ACLU. (2017). Reducing officer-involved shootings in Fresno, CA. Retrieved from <https://www.aclunc.org/docs/ReducingOISFresno2017.11.29.pdf>
3 Thebault, R., & Fuller, A. (2018, August 24). The Bias in Fresno's Justice System: An investigation of policing in Fresno shows a lasting legacy of discrimination, and its consequences. The Atlantic. Retrieved from <https://www.theatlantic.com/politics/archive/2018/08/crime-in-fresno/567931/>
4 ABC 30. (2019 April 15) Fresno law enforcement respond to Trump's hope to send undocumented immigrants to sanctuary cities. Retrieved from <https://www.yourcentralvalley.com/news/fresno-law-enforcement-respond-to-trumps-hope-to-send-undocumented-immigrants-to-sanctuary-cities/>
5 Benjamin, M. (2015 July 15). ACLU lawsuit says Fresno County public defense is inadequate. The Fresno Bee. Retrieved from <https://www.fresnobee.com/news/local/article27334588.html>



1. Community Justice Center

Fresno County has over 175 agencies and programs providing mental health, addictive disorders, substance abuse, or homelessness services. However, because of individual capacity issues, the existing siloed system often becomes overloaded. In order to address this issue in 2011, these agencies collaborated and coordinated the MAP Point: Multi-Agency Access Program, an integrated intake process that connects individuals facing these challenges to the right resources at the right time. This includes the following: 1) an integrated intake process, 2) custom self-sufficiency plans coupled with monitoring, and 3) convenient accessible intake locations, lessening the burden on public safety agencies and emergency rooms. However, MAP is falling short of meeting the demands as a service provider. And this is an invitation for increased collaborative community engagement.

On March 21, 2019, Community Conversations hosted a roundtable discussion with collaborating partner agencies to explore a “Justice-Based MAP Point” or a “Community Justice Center” that would address what a continuum of care would look like for clients moving in, through, around and out of the criminal justice system. An unused building has been identified by Fresno County Courts and Probation that could serve as a Community Justice Center, serving all issues surrounding the criminal justice system. The only barrier is funding. The rehabilitation of the building and the resourcing of partner agencies costs approximately \$1,000,000 to start. Community Mediation Services in Jamaica New York is one model of community training that engages a full scope of community engagement and representation and functions on a \$6.6 million budget annually.

Fresno is ready for a Community Justice Center. Funding is needed to establish it and sustain it. There is buy-in from all community stakeholders in law enforcement, courts, probation, city, county, schools, NGO’s, community and faith-based organizations. Evidence-based programs and ongoing research and evaluation would be key components of the collaboration of agencies providing community services through 1) Advance Fresno; 2) Community Policing; 3) Restorative Justice Initiatives, and 4) Reentry Services.

2. Advance Peace Fresno: Faith in the Valley

Community and faith leaders are working to bring proven gun violence prevention models and investments to Fresno. Specifically, Advance Peace - a program originating in Richmond, CA, and more recently adopted in cities including Sacramento and Stockton - was recently found by an independent study⁶ to have reduced gun-related homicides and assaults by 55% in Richmond over a six year period. Advance Peace works with local law enforcement to identify the relatively small number of individuals who are most likely to be victims or perpetrators of gun violence and invites them into a conversation and alternative path forward. Specifically, individuals who commit to the “Peacemaker Fellowship” are assigned mentors who check in with them multiple times a day, create a life map, provide training and counseling, connect participants to new opportunities and experiences, and over time, provides nominal stipends for meeting all benchmarks to allow for their time to take this healthier path forward. To start Advance Peace in a new city, the program expects a 5-year commitment from community and City leaders, and a budget of \$300,000 per year, which is then matched each year through private philanthropic dollars (only the private dollars are used for stipends and other direct investments in program fellows; public dollars go towards administrative and staffing costs). By comparison, estimates are that each homicide costs the public at least \$1 million⁷. Significant momentum and support has been built in Fresno in recent months for Advance

6 Cassidy, Megan. (2019 September 20). Richmond anti-violence program, known for payouts, helped cut gun-related killings. San Francisco Chronicle. Retrieved from <https://www.sfchronicle.com/crime/article/Study-Richmond-anti-violence-program-known-for-14453580.php>

7 <https://www.fresnobee.com/news/local/article228159929.html>



Peace, and leaders are now looking to raise \$300,000 to seed the first year of this program and continue building momentum towards a hopeful City of Fresno commitment in the next budget cycle and/or other public dollars. Funding is needed to help establish and sustain this effort. The California Violence Intervention and Prevention grants are a likely source of early funding for this initiative.

3. Community Policing: Advancement Project and Fresno BHC

Fresno Building Healthy Communities and other community-based organizations have been organizing and building momentum to change the Fresno Police Department's philosophy to one that incorporates and demonstrates authentic commitment to community policing. Much work has been done to persuade the City of Fresno to develop a community policing strategic plan with primary elements that include problem-solving, community partnerships, and organizational change that reduce crime and increase trust and public safety. Community engagement is seen as the cornerstone of community policing. The development of a plan and implementation of community policing requires political leadership, sustained commitment, and adequate resources to achieve organizational transformation. The retirement of the current Chief of Police, and the selection and onboarding of a new Chief presents a timely opportunity to create a successful plan with buy-in across the city through a process that includes; 1) convening community leaders and stakeholders; and 2) focusing on key metrics that capture true community safety; transparency around values, vision, strengths, and challenges, with a commitment to accountability and ongoing community partnership. San Francisco, Los Angeles, Boston and other cities have proven successful in implementing community policing and Fresno is eager to join those ranks. Funding is needed to support ongoing organizing efforts and sustain community engagement through implementation.

4. Community Justice Initiatives: Center for Peacemaking

The Center for Peacemaking seeks to advance community safety, shared responsibility, and healing through evidence-based programming, multidisciplinary scholarship, and community-wide training. In 2020, the Center for Peacemaking will celebrate 30 years of providing restorative justice education, research and service programs in Fresno.

These restorative approaches 1) focus on the harms and the needs of those harmed, those in the community and those causing harm; 2) address the obligations caused by those harms; 3) use inclusive collaborative processes; 4) involve those with a legitimate stake in the situation, including those victimized, those offending, community members and society; and 5) seek to repair harm and put right the wrongs to the greatest extent possible⁸. The Center is seeking funding for the following initiatives:

a. Peacemaking Certificate, Training, Workshops and Internships

Peacemaking Certificate courses address community interests, issues and needs and meet undergraduate and graduate program standards, with focus on education, business and community justice. Training workshops and internships allow students and community to gain practical experience in community justice programs.

b. Community Justice in Schools, Courts, Prisons, Neighborhoods

8 Zehr, Howard (2015). *The little book of restorative justice*. New York: Good Books.



Trained staff and community volunteers engage in restorative justice and practices in schools, courts, prisons and neighborhoods. These initiatives mobilize community stakeholders, law enforcement, schools, churches, community-based organizations, and businesses to engage toward community healing as the result of harm.

c. Circles of Support and Accountability, COSA Fresno

On the back end of the criminal justice system, the Center supports individuals, many whom have committed major crimes (“core members”) and are being released from detention into the community. The Center’s staff have built relationships with organizations within prisons to gain access to and build relationships with individuals before they are released. The Center takes an active role in connecting core members with support services as they reenter Fresno, such as housing, social service benefits and employment. The Center mobilizes 3-5 volunteers to form a circle that meets weekly with core members to help them integrate into the community and keep them from sliding back into activities that could lead to reoffending. Recently, COSA Fresno received a 3-year, \$500,000 grant by the Board of State and Community Corrections (BSCC).

d. The Ahimsa Collective, Restorative Approaches to Intimate Violence

This is a 16-month circle program in California prisons that utilizes restorative practices to explore participants’ relationship to intimate violence – which includes family abuse, sexual violence and domestic violence. Drawing on a restorative justice practices and trauma healing philosophy in a supportive setting, topics such as trauma, resiliency, accountability, gender socialization, structural and historical conditions of violence, shame and worth, breaking silence, cycles of offense, and impact on victims/survivors are addressed. Sessions are conducted in Circles co-facilitated by incarcerated leaders and free facilitators. The Ahimsa Collective, located in the Bay Area, is funded.

e. Victim Offender Dialogue (VODs)

VOD is one of the most impactful Restorative Justice models. It is a face-to-face meeting between the person who was harmed and the person responsible for the harm. The experience of talking directly with the responsible party in a safe setting allows the victim/survivor to give full voice to all they endured and experienced as a result of a crime. People responsible for harm, no matter how severe, are given the chance to hear the often wide-ranging and complex impact of their actions. Only then can they fully realize and understand the effects of their actions in their entirety and formulate their own response. Both parties are active participants in a reparative process, tailored to their needs and abilities. It allows them to expand on the meaning the tragic event and explore a new purpose in their lives.

5. Root & Rebound Fresno

Root & Rebound’s mission is to transfer power and information from the policy and legal communities to the people most impacted by our criminal justice system through public education, direct legal services, and policy advocacy, so that the law serves, rather than harms, low-income communities and communities of color in the United States. In 2014, R&R began working on a solution to how to best serve 50,000 people being released from prison annually in California. The “Roadmap to Reentry: A California Legal Guide” is an easy-to-use navigation tool covering the major barriers in reentry intended for a broad audience: people preparing for reentry as well as their families, social workers and case managers, teachers, community supervision officers, and attorneys. It is comprehensive in scope, covering nine areas of law and civic life: housing, public benefits, parole & probation,



education, understanding & cleaning up your criminal record, ID & voting, family & children, court-ordered debt, and employment. Today, all R&R programs are based upon one simple principle that inspired the creation of the guide: what the reentry space needs from attorneys is the innovation and drive to create more tools, resources, coordination, and readiness support that take the guess work out of reentry and give people the resources to find their own way. Today, these tools include legal and community education, direct services and technical assistance, and high-impact policy advocacy. Funding is needed to sustain and expand services provided.

6. Project Rebound

Project Rebound is a growing cohort at California State University Fresno, serving those who have been involved in the Criminal Justice System and want to use education as a tool to change their pathway in life. It is a student support services program that assists with those already taking courses at Fresno State as well as those who wish to attend, providing navigation assistance through the higher education system. Originally established in the late 1960s at San Francisco State University by the late Dr. John Irwin, he quickly realized personally how education could change the trajectories of those involved in the criminal justice system helping to establish lasting pro-social pathways back into their communities as productive members of society and essential components to reducing recidivism and victimization. This program at San Francisco State has expanded to nine other CSU campuses.

7. Focus Forward

Provides Fresno County youth in both justice and child welfare/foster youth populations and their families research-based services including: Parenting Education, Education & Employment Services; Mentoring; Advocacy; Re-Entry (for incarcerated youth to successfully re-enter the communities). Results include a reduction of risk in the area of Parent-Child Family Roles by 80% for youth clients; 85.7% improved their total score in the area of Parent-Child Family Roles; the recidivism rate for youth clients at 9.9% and can be compared to the Fresno County juvenile recidivism rate of 33%. Focus Forward is funded through grants and contracts.