

Transform Fresno Community Engagement Plan Narrative

FINAL

September 6, 2019



Prepared for the City of Fresno by Raimi + Associates.

Community Engagement Plan Summary

(SGC GUIDANCE QUESTION 1)

This Community Engagement Plan (CEP) builds on the significant citizen and community participation that occurred during the Transform Fresno project application process and in the ongoing work of City of Fresno staff and the Outreach and Oversight Committee. Further, this CEP is guided by the Strategic Growth Council requirements, as part of the Transformative Climate Communities (TCC) Implementation Grant, for preparation of an engagement plan to ensure that residents, workers, business owners, and other property owners and stakeholders continue to be engaged during implementation of the Transform Fresno efforts.

This CEP establishes a framework to maintain consistent contact with the community, coordinate communications on opportunities for community members to guide project implementation (such as contributing to decisions on the design of projects), and activities to program and activate investments (through attendance at events, being a community garden member, etc.). It is informed by a Sampling Plan that highlights demographic and economic characteristics of hard-to-reach population segments in the Project Area and is based on the outcomes of:

- Thirty stakeholder surveys evaluating the CEP Framework and identifying preferences for frequency of communication and methods of community engagement;
- One-on-one conversations with the twelve Project Partners;
- Five pop-up workshops with participation by 120 community members and stakeholders at high-traffic locations throughout the Project Area;
- A 30-day period for public review and written comments;
- Meetings with the Transform Fresno Outreach & Oversight Committee; and,
- Other comments and feedback received from City of Fresno staff and community stakeholders through other means, such as emails and comment letters

Key issues that emerged from this engagement process include: urgency to begin implementation activities to meet the needs of longtime residents and businesses; a strong desire for displacement avoidance safeguards and connections to workforce development opportunities; and concern for hard-to-reach populations, such as the elderly, those who are linguistically isolated or may have a distrust of local government, being considered and prioritized in development strategies for targeted outreach.

As a result, this Community Engagement Plan is designed to be rigorous and flexible—leveraging existing relationships with Project Partners, while creating space for formal

inclusion of new Community Partners and the next generation of leaders across the three neighborhoods and diversity of stakeholders and interests in Transform Fresno.

Key elements include: Centralization of communications and community engagement information on a redesigned project website; Funding local organizations for direct outreach to build the civic capacity infrastructure within the Project Area; Developing the next generation of leaders through a Youth Leadership Development Program that includes activities related to communication, governance, arts and culture, and participatory budgeting; and Collaboration with the Evaluation Team to ensure the application of the transparency and accountability measures sought by residents and key stakeholders.

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How to Navigate this Document

This document is a narrative recounting of the goals, objectives, values, and community engagement best practices set forth by Transform Fresno stakeholders. It is a supplement to the work plan and budget and responds to guidance questions from the Strategic Growth Council (SGC).



Terms and Definitions

The Community Engagement Plan makes references to stakeholders broadly and specifically:

- *Project Area* – The boundary for the Transform Fresno TCC Program Implementation Grant.
- *Transform Fresno Project* – One of the 24 projects with a unique TCC-funded work plan and budget.
- *Transform Fresno Plan* – The 24 projects, greenhouse gas reduction goals, and transformative elements (Community Engagement Plan, Displacement Avoidance Plan, Workforce Development Plan) as a whole.
- *Transform Fresno Collaborative* – The governance structure of the Transform Fresno Plan; inclusive of Lead Agency, Project Partners, the Outreach & Oversight Committee, and other entities named in the Fresno TCC Memorandum of Understanding (MOU).
- *Lead Agency* – Refers to City of Fresno as the awardee and administrator of funds from the Transformative Climate Communities Program.
- *Program Implementation Manager* – The staff person managing Transform Fresno efforts.
- *Project Partner* – An organization or entity receiving funds from the TCC Budget and signed on to Fresno TCC MOU.
- *Community Partner* – An organization or entity that is an essential part of building civic infrastructure in the Project Area, and has been identified as capable of leading community engagement within a specified category as outlined in CEP.
- *CEP Development Consultant* – The consultant team hired to develop the CEP.
- *Prime Community Partner* – An organization or entity that is an essential part of building civic infrastructure in the Project Area, and has been identified as capable of leading community engagement within the Transform Fresno Plan and will serve as the lead Community Partner for all community engagement categories.

Introduction

(SGC GUIDANCE QUESTIONS 2 AND 3)

Project Area Description

The Transform Fresno Project Area encompasses 4.9 total square miles within the Chinatown, Southwest Fresno and Downtown areas of the City. Census Tracts within the boundaries of these neighborhoods are in the top 5% of Disadvantaged Communities statewide, according to CalEnviroScreen 3.0, and 100% of the Project Area is categorized as low-income, as identified by AB1550. The implications of these rankings mean the project area faces a disproportionate share of environmental, health and economic burdens to include high pollution and asthma rates, low birth weights, increased cardiovascular disease rates, and high rates of exposure to toxins and pesticides. Compounding health and environmental burdens are high rates of linguistic isolation, low educational attainment and severe poverty. In the face of these challenges, community stakeholders have long been engaged and invested in the transformative process to reshape the Project Area.

History of Community Engagement in Project Area

Related Plans & Engagement Efforts

Engagement of community stakeholders during the formulation of the City of Fresno General Plan, Community Plans, and Specific Plans included discussion on a range of topics, such as increasing opportunity for economic development, achieving healthy air quality and reducing greenhouse gases, emphasizing and planning for various modes of transportation, and increasing a network of parks within the City. Public participation during the formulation of the General Plan consisted of over 160 stakeholder interviews, and over 100 presentations to neighborhood associations and business, educational, social, and non-profit sectors of the community. The General Plan Citizens Advisory Committee held over 24 meetings throughout the process. Outreach for both the Downtown Neighborhoods Community Plan and Fulton Corridor Specific Plan consisted of public meetings and an intense six-day, open, participatory design workshop. Community engagement for the Southwest Fresno Specific Plan included sixteen Steering Committee meetings, six community workshops, ten topic group meetings, and three community conversations.

Place-Based Civic Organizations

Over the past decade local community groups have been formed or have continued a legacy of community engagement in the TCC project area around issues as diverse as revitalizing neighborhoods of high concentrated poverty, brownfields remediation and development,

advocacy for parks and public spaces, community economic development, housing development, the re-establishment of a local middle school, the relocation of an environmentally unfriendly rendering plant, the development of a shopping center, and the reduction of gang violence, crime and homelessness.

These groups have included:

- Churches and church associations such as the West Fresno Ministerial Alliance;
- Community development and improvement organizations such as the Southwest Community Development Corporation, the Saint Rest Community Economic Development Corporation and the Golden Westside Planning Committee;
- Community and faith-based organizations such as Centro la Familia, West Fresno Family Resource Center, Every Neighborhood Partnership, and the National Association for the Advancement of Colored People (NAACP);
- Housing Development Organizations such as Self-Help Enterprises and Habitat for Humanity;
- Business improvement districts/organizations such as the Downtown Fresno Partnership, the Chinatown Foundation, and the Fresno Metro Black Chamber of Commerce; and
- Health improvement groups such as Fresno County Health Improvement Partnership and Fresno County Preterm Birth Collective Impact Initiative

These groups and many more have come together as stakeholders to build an on-the-ground foundation for the Transform Fresno initiative.

Community Organizing

In addition, local civic organizations, advocacy groups committed to issue-based community organizing have broadened and strengthened the stakeholder base behind Transform Fresno.

Leadership Counsel for Justice and Accountability (LCJA), Fresno Building Healthy Communities (FBHC) and Faith in Fresno (FIF) work with residents in the area through community organizing. LCJA provides research, legal representation, and policy advocacy to impact land use and transportation planning, shift public investment priorities, guide environmental policy, and promote the provision of basic infrastructure and services. FBHC works on local issues ranging from the improvement and expansion of parks and public spaces, to immigration services and housing quality and availability. Community members, working with these groups, have been involved in shaping the Southwest Fresno Specific Plan, the Transformative Climate Communities Program Guidelines, and other local environmental justice efforts in the Project Area. Through participation in statewide coalitions, like the California Environmental Justice Alliance, LCJA also connects Fresno residents to statewide advocacy on environmental justice policies. Faith in the Valley/Faith

in Fresno, has built on a base of local congregational members to train local leaders to advocate for these and similar issues. Communities for a New California Education Fund has promoted economic prosperity and community health for residents in West Fresno and rural areas of Central California, bringing valley residents together to champion the needs of poor and working-class families through community organizing, integrated leadership development, and mass non-partisan voter engagement.

History of Transform Fresno Efforts

The City of Fresno leveraged this civic infrastructure to shape the proposal for the Transformative Climate Communities (TCC) Implementation Grant from the California Strategic Growth Council (SGC). This included multiple community meetings, formation of a Community Engagement Collaborative, and ultimately development of the final proposal. Through this participatory process, Transform Fresno promoted and nurtured creative project ideas, developed local criteria to define the type of catalytic and collective impact projects should have, and provided the City with direction on the proposal of integrated projects to receive funding from California Climate Investment (CCI) Programs encompassed in the TCC Program Guidelines.

Anyone who lived, worked, or owned property in the community area consisting of Chinatown, Downtown and Southwest Fresno was encouraged to participate. The Collaborative met regularly from July 2017 through October 2017 and resulted in an active, engaged, 164-member Community Steering Committee. Collectively, this was the largest participatory budgeting process in the City of Fresno's history, and engaged residents in decision-making processes about projects in their community to an unprecedented extent. After a review of the final proposal, the SGC awarded the City of Fresno \$66.5 million to implement the project.

The final approved Transform Fresno project involves Project Partners that will implement a suite of projects that reduce greenhouse gas emissions and maximize co-benefits to the stakeholders in the Project Area. These twenty-two projects include affordable housing, energy efficiency upgrades, solar panel installation, tree planting, bike lanes and trails, urban gardening and farming, parks, and clean transportation.

Development of this Plan

To develop this plan, the CEP Development Consultant, Raimi + Associates, conducted a series of participatory planning engagement activities in May and June of 2019. Project Area stakeholders evaluated and refined a goal, objectives, and community engagement strategy for the Transform Fresno CEP.

Framework

Overarching Goal

To enable residents, workers, business owners, other property owners, and stakeholders in Chinatown, Downtown, and Southwest Fresno to be knowledgeable of and active participants in the Transform Fresno efforts.

Objectives

The primary community engagement objectives are as follows:

- Provide clear, consistent, and accessible communication to residents, businesses, and other stakeholders throughout the implementation.
- Build trust through transparency in implementation updates and budgeting.
- Utilize local knowledge and expertise in the community.
- Develop civic capacity in the project area.
- Foster the next generation of community leaders.
- Enable active participation in project implementation.
- Create opportunities to provide input on design and implementation decisions.
- Document the implementation process.
- Celebrate accomplishments.

Participatory Engagement Activities

Coordination with City of Fresno

The CEP Development Consultant received guidance, through comments and feedback, from City of Fresno staff and community stakeholders throughout the development of this plan.

One-on-One Conversations

One-on-one conversations with each of the twelve Project Partners were conducted in mid-May, both via telephone on May 13th and 14th, and in person on May 15th, to develop an understanding of the scope and scale of community engagement activities, greenhouse gas reduction strategies, and implementation timelines of each of the twenty-two projects. A meeting was also held on May 15th with several members of the Outreach and Oversight Committee. From this baseline information, the CEP Development Consultant produced a Draft Framework for the CEP and outlined a strategy to engage community members in providing feedback.

Public Review Period

The Draft Framework for the CEP was posted to the Transform Fresno website on Friday, May 24th, for a thirty-day comment period where any person or group could access the document for review and provide comments. An email was also sent out to the nearly 500 person Transform Fresno listserv to notify stakeholder of the opportunity to comment. The public comment period for the CEP ended on Sunday, June 23rd. During this period, one letter was received by the City of Fresno and CEP Development Consultant team from Leadership Counsel for Justice and Accountability.



Pop-up Public Workshops

Given the desire to allow the greatest number of people to participate and provide input into the goals, objectives, and methods included in the CEP, combined with the large geographic size of the TCC Project Area, a recommendation was made to conduct a series of workshops to supplement the public comment period.

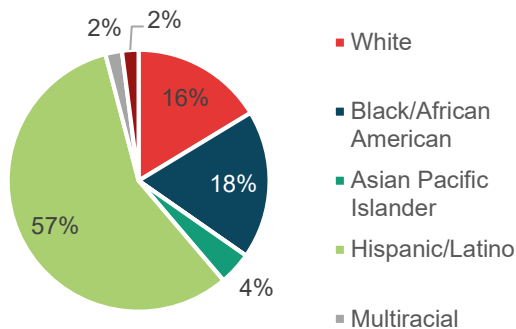
Five pop-up public workshops created an opportunity to formalize interaction between the community stakeholders and the CEP Development Consultant team at high-traffic locations throughout the Project Area. The locations included two in Southwest Fresno, one in Chinatown and two in Downtown Fresno. Each pop-up workshop lasted approximately 2 hours, with at least two Raimi + Associates staff members present, and stakeholders were invited to share their ideas and preferences through conversations with staff and interaction with display boards. During the pop ups, about 120 stakeholders identified preferred

methods of engagement and shared demographic information with the CEP Development Consultant team. In addition to the CEP Framework Draft, a descriptive list of the projects and a map of the Transform Fresno Project Area, with the location of the various projects, were available on site.

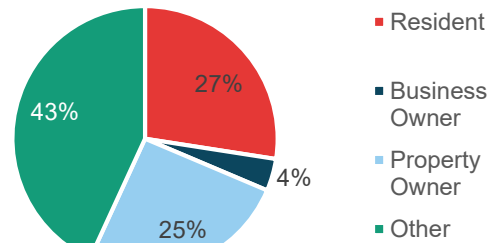
POP-UP PUBLIC WORKSHOPS SUMMARY DATA

The figures below highlight key outcomes from the pop-up public workshops, including: Participant Race or Ethnicity; Participant Affiliation with Neighborhood; Preferences for learning about Transform Fresno efforts; and Likelihood of participation in various types of community engagement events.

Race or Ethnicity of Participants

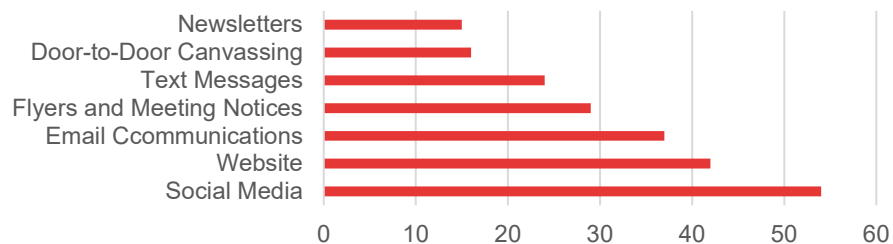


Participant Affiliation with Neighborhood



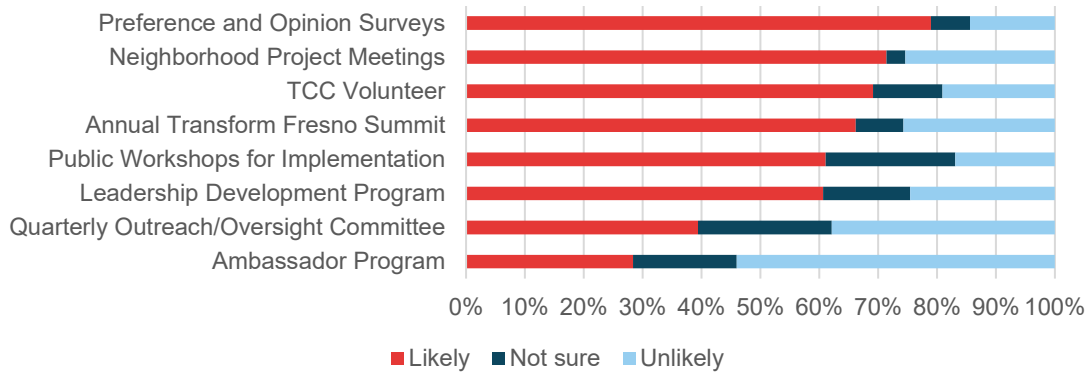
What are the best ways to learn about TCC?

Sum of votes from five workshops in late May



Likelihood of Participation in CEP Activities

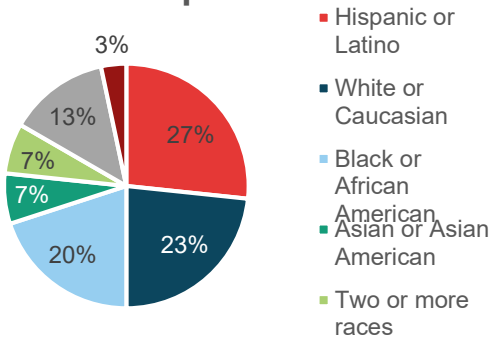
Percentage of votes, per activity, over five workshops in late May



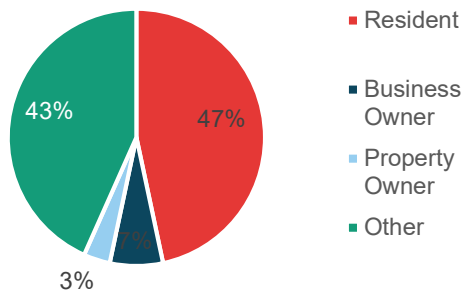
ONLINE AND HARD-COPY SURVEY SUMMARY DATA

The figures below highlight key findings from the Survey Data, including: Respondent Race or Ethnicity; Respondent Affiliation with Neighborhood; Preferences for learning about Transform Fresno efforts; and Likelihood of participation in various types of community engagement events.

Race or Ethnicity of Respondents



Affiliation with Project Area (Surveys)

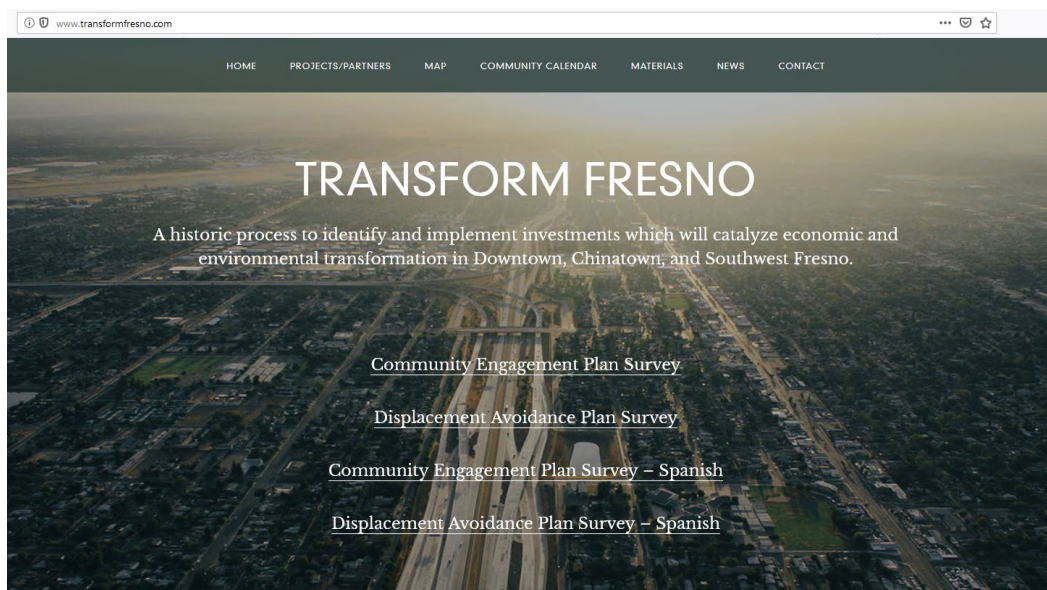


Outreach & Oversight Committee

A summary of the outcomes and findings from the five pop-up workshops was presented as part of the quarterly meeting of the Outreach & Oversight Committee on June 12, 2019.

Stakeholder Surveys

To reach segments of the community that were not engaged through the public review period, pop-up workshops, or meetings of the Outreach and Oversight Committee, a stakeholder survey was developed. The form was available online, in English and Spanish, through the Transform Fresno website and hard copies were made available for stakeholders with limited access to internet.



The CEP Survey was available through the Transform Fresno Website.

At the end of the survey period, on June 23, 2019, responses from thirty stakeholder surveys evaluating the Draft Framework and identifying preferences for frequency of communication and methods of community engagement were analyzed.

Respondents were asked to rank six options from 1 to 6, with 1 being the most important and 6 being the least important. For those who completed this question, there was a clear preference for email or newsletter updates and an almost 50-50 split in terms of importance of Door-to-Door, Text Messaging, and Website methods (see Figure 1).

Participatory Engagement Outcomes

From these participatory engagement activities, the CEP Development Consultant observed the following:

- Urgency to begin implementation activities to meet the needs of longtime residents and businesses;
- A strong desire for displacement avoidance safeguards and connections to workforce development;
- Strong preferences for interactive site-specific activities, such as volunteering or learning about efforts in neighborhoods, and less interest in traditional formalized activities, such as ambassador program and committee meetings; and
- Concern for hard-to-reach populations, such as the elderly, those who are linguistically isolated, or those who may have a distrust of local government, being prioritized and included in development strategies for targeted outreach.

Community Engagement Plan

(SGC GUIDANCE QUESTION 4.A – 4.F)

Outreach Strategy

The Transform Fresno Community Engagement Plan is designed to be rigorous and flexible—leveraging existing relationships with Project Partners, while creating space for formal inclusion of new Community Partners and the next generation of leaders across the three neighborhoods and the diversity of stakeholders and interests in the Project Area. This section describes the logic, timeline, and methods for implementation of the Transform Fresno Community Engagement Plan. This CEP is designed to add meaningful community engagement in the Transform Fresno Project Area in addition to the required community engagement activities identified in each Project and being conducted by each of the Project Partners.

The below table outlines the roles of each implementing party within the Transform Fresno Community Engagement Plan:

Party	Outreach Method	Deliverables
Program Implementation Manager	Coordination with the Outreach and Oversight Committee; Community Partners; and other stakeholders	Quarterly Community Meeting documentation
Prime Community Partner	Translation Services; Annual Transform Fresno Summit; Community Engagement Updates; Community Meetings; Quarterly Newsletters; Text, Email and Direct Outreach; Coordination with other Community Partners; Update the Outreach and Oversight Committee on all engagement	Coordination with Lead Agency, other Community Partners, and Project Partners; Expense Reports; Annual Summit Documentation; Community Meeting Videos and Agendas; Coordination of Community Engagement; Quarterly Newsletters; Coordinated communications activities

Data and Reporting Community Partner	Coordinate with Project Partners; Consolidate and Analyze Survey Data; General Reporting; Coordinate with Evaluation Team; Semi-Annual Metric Reports; Produce Annual Reports; Produce Final Engagement Summary Report	Coordination with Lead Agency, other Community Partners, and Project Partners; Coordinated Community Engagement Activities; Database of Community Engagement; Coordination with Evaluation Team; Semi-Annual Reports; Annual Reports, Final Engagement Summary Report
Direct Outreach Community Partner	Print Materials for Distribution; Distribute Transform Fresno Flyers; Distribute Transform Fresno mailers; Maintain a Volunteer Interest Database; Maintain Online Community Engagement Calendar; Administer Surveys	Coordination with Lead Agency, other Community Partners, and Project Partners; Materials for Distribution; Flyers' Mailers; Database for Volunteers; Calendar of Community Engagement; Surveys
Leadership Development Community Partner	Coordinate Transform Fresno Youth Leadership Development Program	Coordination with Lead Agency, other Community Partners, and Project Partners; One cohort of up to 12 students trained per year
Media and Communications Community Partner	Create Branding; Update and Maintain Website; Share Informational Videos; Share Media for Transform Fresno and Project Progress; Coordinate Radio Updates; Coordinate with Partners for Project-Wide Style Guide	Coordination with Lead Agency, other Community Partners, and Project Partners; Logo Design; Branding Style Guide; Website Redesign and Update; Videos and Social Media; Documentation Sessions; Public Service Announcements; Presentations to Partners
Event Coordination Community Partner	Coordinate 1-2 Cultural or Arts Specific Community Events; Coordinate Project Milestone Events	Coordination with Lead Agency, other Community Partners, and Project Partners; Project Milestone Events; Cultural or Arts Specific Events

All parties identified above play an integral role in the implementation of this CEP. The Prime Community Partner, under direction from the City of Fresno, will be responsible for providing regular updates to the Outreach and Oversight Committee utilizing the metrics, semi-annual and annual reports completed by the Data and Reporting Community Partner. As you can see, all community partners will maintain communication with each other and the City of Fresno to ensure meaningful engagement is occurring at all levels.

Stakeholders

For the community engagement to be successful, it should include the full spectrum of stakeholders, so that all stakeholders feel that their issues are addressed, and ideas are heard. This includes, but is not limited to:

- Residents
- Workers
- Business Owners
- Arts and Cultural Organizations
- Other Property owners
- Outreach and Oversight Committee
- City of Fresno Staff
- Project Partners
- Community Partners
- Educational Facilities and Institutions
- Organizations focused on Chinatown, Downtown, or Southwest Fresno
- Citywide organizations (e.g. Chamber, Building Healthy Communities, LCJA)
- Potential Investors and Funders

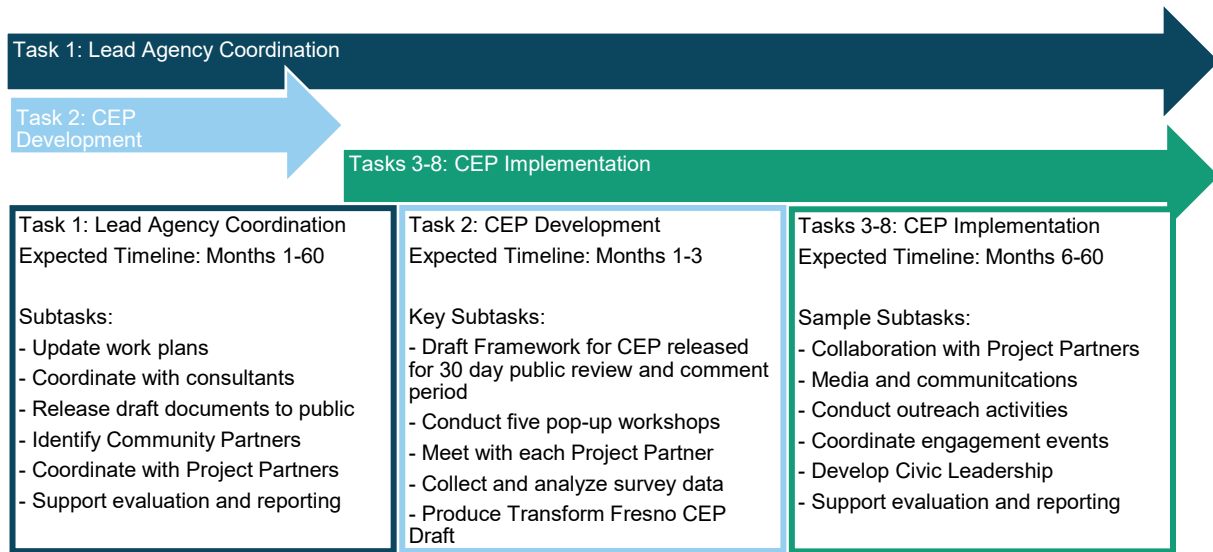
Transform Fresno leaders understand that in order to achieve community-led transformation, it will be necessary for all stakeholders to be informed about, have opportunities to engage in, and take on a leadership and guidance roles—whether this is at the individual project level or in the long-term vision for each neighborhood. With the establishment of a variety of Community Partners completing community engagement activities that they are qualified for and have an expertise in, we hope to capture the attention and support of every member in the community. Community Partners will not only actively engage the community in various ways including inform, educate, and highlight the Transform Fresno activities, but these activities will also help build capacity in our local organizations. By building on these agency’s connections to the community, each will serve as voices for Transform Fresno - connecting the projects to the people.

Broad Overview of Timeline

The TCC Program establishes a 60-month term for Implementation and all TCC-funded Transform Fresno activities will be conducted during that term. Each of the 12 Project Partners has established a work plan and budget, with timelines inclusive of Project-specific community engagement activities.

The Community Engagement Plan, which covers overarching Transform Fresno activities, was developed during Months 1-3 of the grant term. After approval by the Lead Agency, Outreach & Oversight Committee, Project Partners, Strategic Growth Council, and any other reviewers, Transform Fresno will identify a CEP Prime Community Partner and five other

Community Partners who will be eligible to receive funding to conduct the activities outlined in this document. It is expected that the timeline for implementation will begin by Month 6 of the grant term and will continue through Month 60. Below is a broad overview of this expected timeline and tasks outlined in the Work Plan and Budget workbooks of the Community Engagement Plan.




Overview of Resources and Budget for the CEP

To administer and guide the process the City has created a dedicated staff position, with the title of Transform Fresno Program Implementation Manager, and formed the 16 member Outreach and Oversight Committee. In addition to these dedicated administration bodies, Transform Fresno will work together to contract a Prime Community Partner agency that will serve as oversight for all community engagement activities. The Prime Community Partner will implement strategies, events, and activities that integrate stakeholders as local resources to ensure success in community engagement. Five additional Community Partners will be selected to carry out tasks within each of the following categories: Data and Reporting Community Partner, Direct Outreach Community Partner, Leadership Development Community Partner, Media and Communication Community Partner. There is also an opportunity for Community Partners to collaborate and/or submit multiple proposals for one or more identified categories.

Of the roughly \$846,529 budget allowed by SGC for community engagement activities, the majority is allocated directly to staffing the outreach and communications efforts and developing the capacity of residents and local organizations to lead and implement outreach and engagement, with the intended goal of building long-term civic infrastructure. The budget was developed by the CEP Development Consultant and the City of Fresno, to align with expressed community priorities heard during participatory engagement activities. The

below table outlines the division of funding for implementation per category and as established in the attached Work Plan and Budget (Attachment A).

	*Resources for CEP Implementation	Funding over Five Years	Share of Total
	CEP Prime Community Partner	\$227,000	27%
	Data and Reporting Community Partner	\$120,000	14%
	Direct Outreach Community Partner	\$164,200	19%
	Leadership Development Community Partner	\$70,000	8%
	Media and Communications Community Partner	\$144,000	17%
	Event Coordination Community Partner	\$77,200	9%
	City of Fresno Community Resources	\$44,129	6%

*Subject to change pending final RFQ process

Scope and Scale of Methods

To meet the goals of the Transform Fresno, there will be a variety of engagement methods over the four-and-a-half years of implementation of this Community Engagement Plan. The combined scope of the methods of these plans will cover the collaborative and capacity-building activities that together will contribute to transformation, while cultivating long-term civic infrastructure development. Reaching this scope and scale of community engagement will address key concerns voiced by community members in development of the CEP.

The Data and Reporting Community Partner will coordinate with the Evaluation Technical Assistance Provider and each of the other Community & Project Partners to help collected the needed data and metrics outline in the Indicator tracking tables and any other evaluation activities identified in the grant. The Prime and Community Partners, the Transform Fresno Lead Agency, Project Partners, and other stakeholders will take community engagement of each Transform Fresno Project to a bigger scale by combining efforts through methods that are divided into three broad categories, as described below:

1. *Information-Sharing and Communication* - These methods inform the community and general public about Transform Fresno implementation and ways to actively participate in the process.
2. *Participation* - These methods allow residents and stakeholders to actively participate in the process and take ownership of the projects.
3. *Documentation* - These methods document the outcomes, successes and lessons learned, of Transform Fresno and the projects through a variety of mediums.

Information-Sharing and Communication

- Website - The website should serve as the central location for all TCC material that is relevant to the community including the final grant agreement, any amendments, summary notes from workshops, photos from events, information on upcoming events and volunteer opportunities, a method to sign up for texting or email notifications, and any videos, images, or multimedia.
- Social Media – Current City Social media accounts on Facebook, Twitter, and Instagram are used to share information. Additional accounts may be created to share information and updates on project implementation. Updates can include text, images, videos, and other accessible media. To engage all segments of the population, it will be necessary to translate TCC materials and solicit input from representatives of stakeholder groups on cultural relevancy and accessibility.
- Newsletters - Newsletters should include a combination of overall TCC project updates, highlights of individual project activity, and profiles of people that are contributing to the TCC effort including City staff, members of the TCC Project Partner organizations, members of other community organizations active in the area, local business owners, and participants in the various projects.
- Text messages - This method can be used to provide reminders about important upcoming events such as the quarterly meetings and the Annual Transform Fresno Summit.
- Email Communications and Database - The stakeholder engagement should utilize the email and cell phone database that was established during the grant application process to reach out to the community. This database should be added to on an on-going basis. Email blasts should be used for brief project updates, distribution of an electronic version of the newsletter, and to send reminders about quarterly meetings, project groundbreaking or ribbon cuttings, the annual Summit, and project-specific outreach or recruitment opportunities.
- Door-to-Door Canvassing - Given the large number of elderly residents and that not all residents have access to digital information sharing platforms, direct engagement through door-to-door outreach should be used at strategic times in the process. This includes when projects are being initiated and input is being requested on design or other features, at the start or completion of projects in specific neighborhoods, prior to the Annual Summit, and when significant issues are being addressed by the Outreach and Oversight Committee.
- Flyers and Meeting Notices - Flyers should be mailed and posted when necessary to inform stakeholders of significant events such as the Annual Summit, key decisions being considered by the Outreach and Oversight Committee, and if TCC items are being discussed by the City Council. Information will also be routed to local Community Based Organizations, schools and through Council District 3 outlets.
- Regular Updates of Community Engagement Activities – All Community Partners will work together with the support of the City of Fresno to provide regular updates of all

community engagement activities through a variety of mediums to include: Community Meetings, Email updates, Newsletters, Project Partner Meetings, Outreach and Oversight Committee Meetings, and through posts on the Transform Fresno website.

Participation

- Outreach and Oversight Committee meetings - The O&O Committee quarterly meetings provide a regular opportunity to discuss community issues and identify what types of engagement are needed. Additionally, the meetings provide an in-person means for the community to learn about project updates and for the Project Partners to coordinate their respective outreach and recruitment efforts.
- Annual Transform Fresno Summit - The Annual Summit is an opportunity to share and celebrate progress, include the broader Fresno Community, include City, County, and State officials that play a role in Transform Fresno implementation. It is envisioned as a combination of project presentations, breakout sessions on important and emerging topics, panel discussions, and activities for adults and children, recruitment for project volunteers and development of future leaders, and identification and prioritization of funding needs and opportunities identified through the Transform Fresno efforts.
- Project specific charrettes or workshops - The workshops or charrettes are a way for community members to contribute to the design of the new parks and street improvements. These should occur early in the design process so that the design teams are aware of unique community needs or ways for the projects to reflect community history, stories, or values.
- TCC Fresno Youth Leadership Development Program - A Transform Fresno Leadership Fellowship Program would cultivate approximately 25 new community leaders per year to support the community engagement efforts. This group of middle and high school students would receive both education and training on community organizing, facilitation, public speaking, and local government procedures, such as the budget process and types of investment programs. Participants should lead “high-touch” direct project information and engagement at the community level through attendance at local events, door-to-door outreach, and assistance in the Story Corps program. They may develop and implement proposals for community engagement strategies and events, to be decided upon by their cohort, through a model of participatory budgeting like that which was used to develop the Transform Fresno slate of projects. Transform Fresno stakeholders should be involved in identifying a Community Partner to be the lead organization to implement this program in conjunction with City Staff.
- Neighborhood Project Update Meetings - Meetings located within specific neighborhoods within the TCC project areas to provide updates on the various TCC

projects. This would include meetings with individual community groups such as churches or schools' PTAs, or other neighborhood-based organizations.

- *Preference and Opinion Surveys* - Surveys will be conducted, both online and on paper, to identify existing and emerging needs in the community. Topics may include the level of awareness of the TCC projects, opinions on how well the TCC projects are serving the community, ideas for improvement, and options for project expansion or replication in other neighborhoods.
- *Active participation as owner, trainee, or volunteer* - Several of the projects include direct participation in terms of sweat equity or training, others offer volunteer opportunities. These include both participation as a trainee and volunteer for Grid Alternatives, contribution of sweat equity as a future homeowner or supporting family member with Self-Help Enterprises, volunteering at the Yosemite Village Permaculture Community Garden & Urban Farm, tree planting on several of the urban greening projects, etc.
- *Integration of Arts and Culture* - A rapidly growing method in community engagement is the use of Creative Placemaking, through the intentional integration of historic or contemporary aspects of arts and culture. This can include capturing stories about the community, collectively designing and painting murals, building markers or memorials related to significant events or people in the community, or documenting arts and culture of contemporary populations in a neighborhood. By working together to make something of unique value that is shared with the broader community, people are provided with a different type of opportunity to share their perspectives on place and how improvements related to the climate or economic development that is future-driven can be respectful of the past and present.

Documentation

- *Documentary Videos of events and project implementation (Video History)* - The videos can be both short 30 to 90-second capture of projects being implemented, interviews with participants, or summaries of community workshops or other events. A longer 5-10 minute video should also be prepared that captures the entire 5-year Transform Fresno process.
- *Community narrative documentation* - Story telling is a powerful way to strengthen community identity, highlight local culture, and provide a method for acknowledging and healing past trauma. A "Story Corps" booth could be provided at each of the annual Summits with high quality recording equipment and experienced facilitators to assist Transform Fresno participants to share their experiences with history of the area and their visions for the future. A live Community Stories event could also be organized to allow sharing with the broader community.

- Participation Dashboard - An online Community Engagement Dashboard should be created to track participation progress over the life of the TCC. Metrics to be included in the Dashboard are:
 - Number of people at each event
 - Total number of people engaged over the life of the project
 - Geographic distribution of the participants
 - Ethnic distribution of the participants
 - Number of events or meetings that individuals participate in
- Annual and Final Engagement Summary Report - An annual report should be prepared and posted on the Transform Fresno web site that provides a narrative summary of the engagement activities that took course over the year, major outcomes, and a description of the metrics included in the Participation Dashboard. A final report should be completed as part of the project close out.

Specific Application of Methods

The Prime and Community Partners will be responsible for working with Transform Fresno stakeholders to identify the specific times and locations for application of the methods described above. The CEP Work Plan and Sampling Plan for Hard-to-Reach Populations are tools intended to guide those determinations.

TCC CEP Work Plan

The work plan outlines tasks, subtasks, and deliverables that are connected to the overall budget for the CEP. It is summarized here for reference, though a more accurate copy is available from the Lead Agency.

Task 1. Coordination with SGC

Task 2. Coordination with CEP Consultant

Task 3. Prime Community Partner

Task 4. Data and Reporting Community Partner

Task 5. Direct Outreach Community Partner

Task 6. Leadership Development Community Partner

Task 7. Media and Communications Community Partner

Task 8. Event Coordination Community Partner

Task 9. City of Fresno Related Community Engagement

Sampling Plan for Hard-to-Reach Populations

Barriers to Participation

Potential barriers to community participation can be categorized into two broad categories of access and trust. For many residents and stakeholders in the Project Area, access to participation in City-led activities, such as those planned for Transform Fresno efforts, has been historically limited due to language, time and location, and format of the activities. When left unaddressed, accessibility barriers can be interpreted by stakeholders to mean that they are not welcome to participate in City-led activities.

In the development of the CEP, we heard many people express their distrust of the engagement process being inclusive of everyone and of their own ability to shape the outcomes of the efforts. In conversations and surveys, stakeholders shared concerns about population-specific barriers and ideas for how to address them. These barriers to participation, and suggestions for steps or approaches to facilitate broad community participation, are described in the Sampling Plan. This tool is intended as a guide in identifying Community Partners, who may be eligible to receive subgrants for CEP implementation activities. It will also identify who may be instrumental in determining, with stakeholder input, the best methods to apply for direct outreach activities.

Target Group	Project Area**	Barriers to Participation	Engagement Activities and Strategies
Latino Population	63% of population	May lack trust in government Misconceptions about their immigrant status Concern over deportation	Door-to-Door Outreach Neighborhood Meetings Arts and Culture Events Radio Broadcasts
Black Population	19% of population	May lack trust in government Need to first see government address pressing inequities Historically Disenfranchised	Door-to-Door Outreach Neighborhood Meetings Arts and Culture Events
Asian Population	10% of population	May lack trust in government Ethnic, Linguistic Diversity Misconceptions about their immigration status	Neighborhood Meetings Arts and Culture Events Radio Broadcasts Door-to-Door Outreach
Young Children (less than 10 years old)	19% of population	Too young for formal civic life Parents determine activities May not be taken seriously when giving opinions	Hands-on Volunteering Arts and Culture Events School-Based Activities Health & Fitness Events Visuals and Graphics
Older People (65 years and older)	7% of population	Limited mobility May not be taken seriously when giving opinions Other accessibility issues May have historical distrust of government or formal process	Door-to-Door Outreach Neighborhood Meetings Story Corps Narratives Visuals and Graphics Accessibility
Low Educational Attainment (less than high school)	46% of population older than 25 years	Traditional formats of public meetings may be too technical Disenfranchised	Visuals and Graphics Hands-on Volunteering Introductory Education on Issues and Strategies
Living in Poverty (below two times the federal poverty level)	79% of population	Disenfranchised Work at multiple jobs at times Limited time to participate Housing instability Too many stressors	Cost-saving Incentives Door-to-Door Outreach Pop-Up Workshops at Employment / Transit or Social Service Sites Meetings accessible via transit
Limited English Proficiency	15% of population	Language barriers Limited knowledge of technical language	Door-to-Door Outreach Simultaneous Interpretation
Workers Commuting to Project Area	35,000 overall to City Center	Not as invested in local work Limited time, busy, or in transit into or out of area Limited knowledge of area	Flyers and Posters Web and Social Media Pop-Up Workshops at Central Lunch Locations
Potential Community Partners: Fresno BHC, Fresno Barrios Unidos, Leadership Counsel for Justice and Accountability, Black Lives Matter, Fresno EOC Street Saints, Health Providers, Tenants Together, Jakara Movement, Hmong Innovating Politics, Fresno Center, Communities for a New California, Head Start, School Districts, Every Neighborhood Partnership, Local Churches, Resources for Independences Central Valley, Foster Grandparent Program, Senior Centers, Faith in Fresno, Social Service or Mental Health Providers, Central California Legal Services, City Agencies, Transit Providers, Local Businesses. <i>(not an exhaustive list)</i>			

* This table is meant to be adapted to address needs and priorities identified by Transform Fresno stakeholders.

** Data points pulled from CalEnviroScreen and Transform Fresno Implementation Grant Application.

Governance and Leadership

(SGC GUIDANCE QUESTION 5)

Collaborative Stakeholder Structure Development

During the proposal development process, there were several residents who became integral in the process by organizing, speaking out, and representing on behalf of their community. For example, at Community Steering Committee #5, several Southwest Fresno residents, including Mary Curry and Pastor B.T. Lewis, organized a resident-only meeting in which they discussed the priorities for Southwest Fresno. It was out of this meeting, and with the leadership of Mrs. Curry and Pastor Lewis, that a fifth alternative project package was drafted. In Chinatown, life-long resident and business owner of Central Fish Company, Morgan Doizaki wanted to ensure that Chinatown would band together to support projects that would benefit Chinatown. Mr. Doizaki organized business owners and residents and they worked with City staff to create two proposals for streetscape improvements as well as negotiated the inclusion of the Chinatown PBID to continue the investment long after TCC. While Downtown has an established Downtown Fresno Partnership and has seen some investments recently in the Fulton and Downtown areas, business owners banded together to ensure that their new businesses would continue to receive the support that they need.

As these partnerships were forming and collaborating, the people behind the movement shifted from business owners and residents to community leaders. These leaders were appointed to the Outreach & Oversight Committee along with others with the same vision and commitment in the TCC process. In addition to the Outreach & Oversight Committee, the Collaborative Stakeholder Structure (CSS) called for the creation of a Memorandum of Understanding (MOU) that would facilitate stakeholder participation in the implementation of Transform Fresno. The MOU sets the governance and organizational structure to include the Lead Applicant, Project Partners, Outreach & Oversight Committee and local community stakeholders.

Proposed Governance Structure for Implementation

Key to maintaining consistent community engagement is the establishment and administration of forums for the community to be actively involved in decision-making and management of the Transform Fresno effort. While the City can play a significant administrative and management role, the community needs to have a formal method for interacting with the City in the implementation of the grant. The approach taken for the grant development and approval, that included multiple community members and ultimately 164 participants that were eligible to vote on the final proposal, is an example of the value that comes from creating formal structures to engage and empower the community in the

decision making process. As Transform Fresno progresses through the 5-year grant period, having a formal body in place will be essential. This formal body (currently the Outreach and Oversight Committee) will need to work with the City, the Project Partners, and the many local organizations that are active in the Transform Fresno Project Area.

Established Roles and Responsibilities

City of Fresno

As Lead Agency, the City of Fresno is tasked with the responsibility of implementation of the Master Grant Agreement with the Strategic Growth Council. The agreement includes: compiling and submitting all invoices and reporting documents; monitoring transformative requirements; implementing the transformative plans which include community engagement, workforce development and displacement avoidance; serving as the primary fiscal agent; ensuring a fair, transparent, accountable, and participatory implementation process; and ensuring continuation of the public participation process structure of the CSS, including public meetings, public website, channels for receiving public comment via email, phone and in person. The City of Fresno will demonstrate the use of inclusive and meaningful engagement methods that will address the barriers to participation identified in this plan,

Project Partners

Project Partners shall be responsible for implementation of the transformative requirements and project delivery, as well as evaluation and reporting for individual Projects; Ensure delivery of Projects in accordance with Program Guidelines and Grant Agreement; Monitor Transformative Requirements, indicator tracking and reporting; and Providing Project-related information and data to the Third-Party Evaluator to identify additional indicators for tracking and monitoring based on selected Project types. All the Transform Fresno Project Partners should coordinate efforts through targeted meetings and through the Quarterly meetings. Tasks outlined in this CEP are in addition to what is identified in the Project Partners scope of work for each project. The Prime Community Partner, City of Fresno, and the Direct Outreach Community Partner will work cohesively to ensure meaningful community engagement occurs throughout the Transform Fresno project.

Outreach and Oversight Committee

The Outreach & Oversight Committee is the advisory committee that shall be a resource for community collaboration and feedback, provide overall guidance on implementation and the transformative plans and material changes to the projects including major budget or programmatic changes. This committee will need to evolve over time as members cycle in and out. There is a current structure in place where when a vacancy occurs; nominations from the community are solicited. Committee members are chosen based on

recommendations from the current committee, a panel interview, and at the direction of the Mayor of Fresno. Members must have participated in the development of the Transform Fresno projects, a voting member on the original Community Steering Committee and either work, live or own property in the Transform Fresno Project Area.

Next Generation of Civic Leaders

Community Partners

Community Partner Agencies that will support building long-term civic infrastructure can be defined as an organization or entity that: (1) is an essential part of building civic infrastructure in the Project Area, as identified by stakeholders; (2) has been identified as capable of leading community engagement activities within the specified category; and (3) is not yet receiving TCC grant funding. The City of Fresno will follow its established procurement process in the form of issuing a Request for Qualifications (RFQ) through its Planet Bids system. Community Partners will be required to demonstrate the use of inclusive and meaningful engagement methods that will address the barriers to participation identified in this plan, RFQs will also be sent to members of the Outreach and Oversight Committee for referrals, sent to known potential interested agencies, and posted on the Transform Fresno website. There will be a total of six RFQs that will be published to include: Prime Community Partner, Data and Reporting Community Partner, Direct Outreach Community Partner, Leadership Development Community Partner, Media and Communications Community Partner, and Event Coordination Community Partner. Once all proposals are received and the submission date is closed, the City move forward with panel interviews for Community Partner selection. The panel will be made up of representatives from the City, Outreach and Oversight Committee, and Project Partners. Each chosen Community Partner must submit a conflict of interest form, agree to the standard City Contract, and carry the mandated insurance policies to contract with the City of Fresno. Final contracts will be presented to the Fresno City Council for ratification. Once each contract is executed, work can begin by each of the Community Partners.

Leaders

Community leaders will emerge from engagement activities that successfully create space for understanding, guiding, and projecting outcomes from the Transform Fresno efforts. Community Leaders should have opportunities to present their knowledge and experience of community perceptions to a range of audiences. Leaders will also be developed through the Youth Leadership Development Program coordinated by the Leadership Development Community Partner in order to build the capacity, knowledge and skills of the community's future civic leaders.

Participants

There are multiple opportunities for residents to participate in the Transform Fresno efforts; whether directly through programs, such as those offered by Grid Alternatives or Self-Help Housing, or by volunteering for various project activities, such as tree planting, urban farming, or solar panel installation. Participants should be provided with opportunities to share their experiences with the Project Partners and with the larger Transform Fresno community to shape the outcomes and outputs of the investments in the Project Area.

Transparency and Accountability

(SGC GUIDANCE QUESTIONS 5 AND 6)

Measuring and Reporting Effectiveness

Establishing metrics for both outputs and outcomes is an essential part of a complete plan. At a minimum, the following items should be tracked on an on-going basis and reported on a semi-annual basis:

- Number of community members participating in community events and activities (by geography, age/race/ethnicity/language, and number of times involved)
- Number of people engaged in surveys, online activities and social media (website, on-line surveys, Facebook, twitter, etc.)
- Number of materials distributed to stakeholders
- Number of engagement activities held
- Number of volunteers who participated in project implementation
- Number of community members in the Transform Fresno database
- Number of attendees at community events

Each Community Partner will be responsible for tracking their specified community engagement activities as identified in the Indicator Tracking Plan produced by the TCC Evaluation Team and will be required to share the information with the Data and Reporting Community Partner. The Data and Reporting Community Partner will then compile the metrics and incorporate those into the semi-annual and annual reports (Task 4). The Prime and Community Partners shall work closely with the Evaluation Team to ensure measuring and reporting consistency, as appropriate for the Community Engagement Plan and Indicator Tracking Plans.

Public Information

General Public Information-Sharing

Public information will be available on the Transform Fresno website. The Transform Fresno Project Partners and Community Partners will collaborate with the Lead Agency to centralize information on events, progress, and reports measuring effectiveness.

Process to Collect and Address Public Complaints

The Lead Agency has established several methods to address comments, questions, and concerns which include:

- A publicly accessible website which provides the public opportunity to submit feedback or request information through an online contact form. All requests received by the Lead Agency via the website online contact form will be responded to within 48 hours;
- A dedicated phone number at 559-621-7799 and email address at transformfresno@fresno.gov. All requests received via the phone number and email address will be responded to within 48 hours;
- Input from community members received in writing at the Quarterly meetings will be evaluated with the Outreach & Oversight Committee and reported back via the monthly newsletter, publically accessible website, and subsequent Quarterly meetings; and
- Any disputes which arise out of the implementation of the projects will be facilitated by the Lead Agency in consultation with the Outreach & Oversight Committee.

Attachments:

- Attachment A – Work Plan
- Attachment B – Budget
- Attachment C – CEP Draft Framework
- Attachment D - Pop-Up Public Workshop Materials and Photos
- Attachment E – Survey Results Summary
- Attachment F – Public Comments
- Attachment G – SGC Guidance Questions

Attachment A – Work Plan

Lead Entity: City of Fresno
 Grantee: City of Fresno
 TCC Project Name: Transform Fresno

Grant #: SC18119
 Round #: 1

Community Engagement Plan

WORK PLAN

Project Description: (500 character limit)

The Community Engagement Plan describes methods and efforts that will be used to engage residents and key stakeholders during implementation of the Transform Fresno grant and projects in Downtown, Chinatown and Southwest Fresno communities. The City and the Outreach & Oversight Committee will work closely with Consultants to engage stakeholders and Community Partners in development and implementation of the plan over the term of the grant.

Character Count 444

TASK 1. Coordination with SGC				
Subtask	Description (150 character limit)	Deliverables/Milestones	Responsible Parties [e.g. Lead Applicant, Co-Applicant, Subcontractor, etc.]	Timeline [e.g. Month 1 - Month 6]
A. Update Work Plan and Budget	Update work plan and budget for completion of Community Engagement Plan, submit for SGC approval	Revised Documents Submitted	Lead Applicant	End of Week 2

TASK 2. Coordination with CEP Consultants				
Subtask	Description	Deliverables/Milestones	Responsible Parties	Timeline
A Draft RFQ	Draft RFQ for Community Engagement Consultant to draft the CEP	Complete draft RFQ for Community Engagement	Lead Applicant and Outreach & Oversight Committee	Month 1
B Interview Consultants	Interview potential Consultants	Develop interview panel; Summary of consultant selection criteria and process	Lead Applicant and Outreach & Oversight Committee	Month 1
C Award Contract	Contract Award	Award contract to Consultant	Lead Applicant	Month 1 - Month 2
D Community Workshops	Host 5 Community Workshops targeting the TCC Project Area stakeholders and residents. Notices will be sent to the TCC listserv (over 500 people).	Host 5 Community Engagement Plan Development Workshops; community outreach materials (including public notice), summary of results and materials	Lead Applicant and Consultant	Month 2 - Month 3
E Incorporate Public Comments	Commence 30 day comment period	Incorporate public input and finalize the CEP. Log of public comments and draft CEP	Lead Applicant	Month 2 - Month 3
F Submit CEP to SGC	Final CEP	Submit Final CEP to SGC for approval; plan outline	Lead Applicant	Month 3
G. Retain Community Partner Agencies for CEP Implementation	Develop RFQ and work with Outreach & Oversight Committee and Stakeholders to select Consultant for CEP Implementation	Executed Contracts with approximately 6 Community Partner Agencies for CEP Implementation	Lead Applicant and Outreach & Oversight Committee and Community Partner Agencies	Months 4-6

TASK 3. RFQ 1 Prime Community Partner				
Subtask	Description	Deliverables/Milestones	Responsible Parties	Timeline
A. Coordinate translation and accessibility services, as needed	Prime will work with stakeholders to identify and meet translation and other accessibility needs for CEP communications and activities	Expense Reports	Prime Community Partner	Months 6-60

B. Coordinate 1 Transform Fresno Summit per year	The annual Transform Fresno Summit is a celebration day full of recognitions, updates, workshops, and engagement of the community	4 total annual summits over 4.5 years	Consultant, with support from Lead Applicant and Project Partners	Months 6-60
C. Agency Resources	Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.)	Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners	Prime Community Partner	Months 6-59
D. Coordinate regular community engagement updates	Prime will work with stakeholders to develop and implement protocols for regular and transparent flow of information to community stakeholders	Community Meeting Videos	Prime Community Partner, with support from Lead Applicant, other Community Partners (RFQs 2-6), and Project Partners	Months 6-60
E. Coordinate with Community Partners	Build civic infrastructure in Project Area through subgrants and technical assistance to Community Partners for direct outreach, surveys, etc.	As Prime Agency, take a lead role in overall community engagement. Coordinate all Community Engagement Activities through Transform Fresno	Prime Community Partners and Community Partners (RFQs 2-6)	Months 6-60
F. Coordinate Community Meetings	Work with Outreach and Oversight committee to coordinate community meetings, promoting functional, inclusive, and valuable information to the community.	Community Meetings Agenda and Video	Prime Community Partner, with the support from Lead Applicant	Months 6-60
G. Coordinate Quarterly Newsletter Development	Consolidate project updates and information on general implementation of Transform Fresno	12-15 Quarterly Newsletters over the course of the CEP Implementation	Prime Community Partner, with support from Lead Applicant, other Community Partners (RFQs 2-6), and Project Partners	Months 6-60
H. Coordinate other text, email, or direct outreach	May include additional needs and communications campaigns identified by stakeholders throughout implementation	Coordinated communications activities across Transform Fresno	Prime Community Partner, with support from Lead Applicant	Months 6-60
I. General Coordination of events	General coordination of Agency described Transform Fresno events	Completion of Tasks	Prime Community Partner	Months 6-60

TASK 4. RFQ 2 Data and Reporting Community Partner

Subtask	Description	Deliverables/Milestones	Responsible Parties	Timeline
A. Agency Resources	Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.)	Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners	Data and Reporting Community Partner	Months 6-60
B. Coordinate with Project Partners	Broaden reach and build capacity of Project Partners through communications collaboration and engagement assistance	Coordinated Community Engagement activities and general reporting across Transform Fresno	Data and Reporting Community Partner, with support from Lead Applicant	Months 6-60
C. Consolidate and analyze survey data	Consolidate any survey data collected by Community Partners (Task 5.G) and Community Engagement Plan related data collected by Project Partners	Database of Community Engagement Data	Data and Reporting Community Partner, with support from Prime, other Community Partners and Project Partners	Months 6-60
D. Coordinate with Evaluation Team	Consolidate engagement metrics data tracked by Evaluation Team to supplement surveys (Task 5.G) and inform dashboard (Task 4.E)	Coordination with Evaluation Team	Data and Reporting Community Partner, with support from Evaluation Team	Months 6-60

E. Produce semi-annual metrics reports	Develop, implement, and report, every six months, on dashboard metrics for Community Engagement Plan	Approximately 8 semi-annual reports over grant term	Data and Reporting Community Partner, with support from Prime, other Community Partners and Project Partners	Months 12-60
F. Produce annual reports	Provide narrative summary, major outcomes, and semi-annual metric report (Task 4.E)	Approximately 4 annual reports over grant term	Data and Reporting Community Partner, with support from Prime, other Community Partners and Project Partners	Months 12-60
G. Produce Final Engagement Summary Report	Similar to annual report, consolidating analysis over project term	1 Final Engagement Summary Report at project close out	Data and Reporting Community Partner	Month 60
H. General Coordination of events	General coordination of Agency described Transfrom Fresno events	Completion of Tasks	Data and Reporting Community Partner	Months 6-60

TASK 5. Direct Outreach Community Partner

Subtask	Description	Deliverables/Milestones	Responsible Parties	Timeline
A. Agency Resources	Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.)	Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners	Direct Outreach Community Partner	Months 6-60
B. Print materials for distribution, as needed	Flyers, postcards/mailers, and other materials will be printed, or printing will be coordinated by, the subcontractor	Materials printed at least four times per year, at about \$1,475 per order	Direct Outreach Community Partner	Months 6-60
C. Distribute Transform Fresno flyers	Develop and distribute flyers for events, programs, or project engagement in the three neighborhoods	At least 3,000 flyers distributed through posting or door-to-door outreach per year	Direct Outreach Community Partner	Months 6-60
D. Distribute Transform Fresno mailers	Develop and distribute mailers for events, programs, or project engagement in the three neighborhoods	Approximately 20,000 pieces mailed per mailing; Mailing coordinated at least 2 times per year	Direct Outreach Community Partner, with support from Prime and Lead Applicant	Months 6-60
E. Maintain a volunteer interest database	Consolidate interest forms from web, surveys, Partner engagement activities, and other events	Database of volunteer interest for Lead Agency and Project Partners	Direct Outreach Community Partner, with support from the Lead Applicant, and other Community Partners	Months 6-60
F. Maintain an online Community Engagement calendar	Consolidate information on all community engagement events and activities led by Lead Agency, Project Partners, and all Community Partners	Calendar of Community Engagement	Direct Outreach Community Partner, with support from Lead Applicant, Prime, other Community Partners, and Project Partners	Months 6-60
G. Administer surveys	Develop and administer preference and opinion surveys in Project Area	At least 50 surveys collected by each Community Partner per sub-grant (Task 5.A)	Direct Outreach Community Partner	Months 6-60
H. General Coordination of events	General coordination of Agency described Transfrom Fresno events	Completion of Tasks	Direct Outreach Community Partner	Months 6-60

TASK 6. Leadership Development Community Partner

Subtask	Description	Deliverables/Milestones	Responsible Parties	Timeline
A. Agency Resources	Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.)	Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners	Leadership Development Community Partner	Months 6-60
B. Coordinate Transform Fresno Youth Leadership Development Program	Work with stakeholders to identify strategic partnership for, develop goals for, and implement Youth Leadership Development Program	year to complete the Youth Leadership Development Program, building the capacity, knowledge and skills of the community's future civic leaders.	Direct Outreach Community Partner, with support from Lead Applicant, other Community Engagement Agencies, and Project Partners	Months 12-60
C. General Coordination of events	General coordination of Agency described Transfrom Fresno events	Completion of Tasks	Leadership Development Community Partner	Months 6-60

TASK 7. Media and Communications Community Partner				
Subtask	Description	Deliverables/Milestones	Responsible Parties	Timeline
A. Agency Resources	Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.)	Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners	Media and Communications Community Partner	Months 6-60
B. Update branding	Design a logo and develop style guide and/or templates with colors, fonts, and other visual elements	1 Logo Designed and 1 Branding Style Guide Developed	Media and Communications Community Partner	Months 6-12
C. Update website	Redesign website, with branding updates, and update content	Website Redesign; and approximately 1 update per year	Media and Communications Community Partner	Months 6-60
D. Share informational videos	Develop videos of each project and Transform Fresno to share on web and social media	30 total videos (30sec each) for Web and Social Media: 1 per project (22) and 8 general	Media and Communications Community Partner	Months 6-18
E. Share media of Transform Fresno and project progress	Document, through film or other media, the progress of Transform Fresno and projects to share through various mediums	At least 4 documentation sessions per year	Media and Communications Community Partner, with support from the Lead Partner and Project Partners	Months 6-60
F. Coordinate radio updates	Develop PSAs and other updates to share through radio	At least 2 PSAs or other radio broadcasts per year	Media and Communications Community Partner	Months 6-60
G. Coordinate with Partners for consistency with Transform Fresno project-wide style guide	Media and Communications Partner will present the style guide and logo to Project Partners, Lead Agency, and other Stakeholders	One (1) presentation to partners and Lead Agency on final products; Presentations on updates to the style guide as needed	Media and Communications Community Partner	Months 6-60
C. General Coordination of events	General coordination of Agency described Transform Fresno events	Completion of Tasks	Media and Communications Community Partner	Months 6-60

TASK 8. Event Coordination Community Partner				
Subtask	Description	Deliverables/Milestones	Responsible Parties	Timeline
A. Agency Resources	Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.)	Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners	Event Coordination Community Partner	Months 6-60
B. Coordinate approximately 4 project milestone events per year	May include ground breaking, ribbon cutting, project activation (e.g. bike rodeo) or other project-specific milestone events	Approximately 18 project milestone events over 4.5 years	Event Coordination Community Partner, with support from Lead Applicant, other Community Partners, and Project Partners	Months 6-60
C. Coordinate 1-2 cultural- or arts-specific Transform Fresno Community Events per year	May include events connected to local community celebrations, such as Juneteenth, Chinese New Year, Cinco De Mayo or other similar events	Approximately 8 cultural- or arts-specific events over 4.5 years	Event Coordination Community Partner, with support from Lead Applicant, other Community Partners, and Project Partners	Months 6-60
D. General Coordination of events	General coordination of Agency described Transform Fresno events	Completion of Tasks	Event Coordination Community Partner	Months 6-60

TASK 9. City of Fresno related Community Engagement				
Subtask	Description	Deliverables/Milestones	Responsible Parties	Timeline
A. Agency Resources	Resources for agency to coordinate and produce materials/activities (i.e. office supplies, travel/mileage, printing costs, etc.)	Coordination with Lead Agency, other Community Engagement Agencies, and Project Partners	City of Fresno	Months 6-60

Attachment B – Budget

Lead Entity: City of Fresno
 Grantee: City of Fresno
 TCC Project Name: Transform Fresno

Grant #: SC18119
 Round #: 1

Community Engagement Plan

BUDGET

Lead Entities should fill in the white cells only. **Do not** edit any cells in **gray, green, or red**.
 Lead Entities can filter by **Cost Category** to see each **Calculated (Sub)total**.
 Subtotals are needed to complete the Summary Workbook.

GRANT ADMINISTRATION COSTS \$ -

CALCULATED TOTAL: \$ 891,083.15 \$ - \$ - \$ -

TASK #	COST CATEGORY	COST DESCRIPTION (50 character limit)	COST (\$)	UNITS	TOTAL COST	TOTAL REQUESTED GRANT FUNDS	[LEVERAGE 1]	[LEVERAGE 2]	TOTAL LEVERAGE	Check: TOTAL LEVERAGE + TOTAL GRANT FUNDS = TOTAL COST?
2-3	Personnel	Employee and Volunteer Time			\$ -	\$ -			\$ -	TRUE
2	Subcontractors	CEP Development Consultant Contract	\$ 44,554.15	1.0	\$ 44,554.15	\$ 44,554.15	\$ -	\$ -	\$ -	TRUE
3.A	Subcontractors	Translation and Accessibility Services	\$ 5,000.00	5.0	\$ 25,000.00	\$ 25,000.00	\$ -	\$ -	\$ -	TRUE
3.B	Subcontractors	Annual Summit (venue, materials, outreach, etc.)	\$ 8,000.00	4.0	\$ 32,000.00	\$ 32,000.00	\$ -	\$ -	\$ -	TRUE
3.C-I	Subcontractors	Agency Resources and Coordination of Events	\$ 34,000.00	5.0	\$ 170,000.00	\$ 170,000.00	\$ -	\$ -	\$ -	TRUE
4.A	Supplies	Office Supplies	\$ 2,500.00	4.0	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	TRUE
4.B-H	Subcontractors	Agency Resources and Coordination of Events	\$ 22,000.00	5.0	\$ 110,000.00	\$ 110,000.00	\$ -	\$ -	\$ -	TRUE
5.A	Supplies	Office Supplies	\$ 2,500.00	4.0	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	TRUE
5.B	Other Direct Costs	Printed Materials (i.e. flyers, mailers, etc.)	\$ 4,720.00	5.0	\$ 23,600.00	\$ 23,600.00	\$ -	\$ -	\$ -	TRUE
5.C	Other Direct Costs	Flyer Distribution	\$ 2.00	3000.0	\$ 6,000.00	\$ 6,000.00	\$ -	\$ -	\$ -	TRUE
5.D	Other Direct Costs	Postage for Mailers	\$ 0.22	180000.0	\$ 39,600.00	\$ 39,600.00	\$ -	\$ -	\$ -	TRUE
5.E-H	Subcontractors	Agency Resources and Coordination of Events	\$ 17,000.00	5.0	\$ 85,000.00	\$ 85,000.00	\$ -	\$ -	\$ -	TRUE
6.A	Supplies	Office Supplies	\$ 2,500.00	4.0	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	TRUE
6.B	Subcontractors	Leadership Development Program (venue, etc.)	\$ 12,500.00	4.0	\$ 50,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	TRUE
6.C	Subcontractors	Agency Resources and Coordination of Events	\$ 2,000.00	5.0	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	TRUE
7.A	Supplies	Office Supplies	\$ 2,500.00	4.0	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	TRUE
7.B	Other Direct Costs	Logo Update and Graphic Design	\$ 15,000.00	1.0	\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -	TRUE
7.C	Other Direct Costs	Web Updates	\$ 4,000.00	4.0	\$ 16,000.00	\$ 16,000.00	\$ -	\$ -	\$ -	TRUE
7.D	Subcontractors	Videos (30 total, 30 seconds each)	\$ 2,000.00	30.0	\$ 60,000.00	\$ 60,000.00	\$ -	\$ -	\$ -	TRUE
7.E	Subcontractors	Produce and public media	\$ 4,000.00	4.0	\$ 16,000.00	\$ 16,000.00	\$ -	\$ -	\$ -	TRUE
7.F	Other Direct Costs	Radio PSAs	\$ 1,500.00	8.0	\$ 12,000.00	\$ 12,000.00	\$ -	\$ -	\$ -	TRUE
7.G	Subcontractors	Produce and present style guide	\$ 5,000.00	1.0	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	\$ -	TRUE
7.H	Subcontractors	Agency Resources and Coordination of Events	\$ 2,000.00	5.0	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	TRUE
8.A	Supplies	Office Supplies	\$ 2,500.00	4.0	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	TRUE
8.B-D	Subcontractors	Agency Resources and Coordination of Events	\$ 13,440.00	5.0	\$ 67,200.00	\$ 67,200.00	\$ -	\$ -	\$ -	TRUE
9.A	Supplies	Office Supplies, Printed Materials, etc	\$ 8,825.80	5.0	\$ 44,129.00	\$ 44,129.00	\$ -	\$ -	\$ -	TRUE
			\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	TRUE
			\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	TRUE
			\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	TRUE
			\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	TRUE

Attachment C - CEP Draft Framework

A six-page draft framework for the CEP was shared with Transform Fresno Stakeholders for review and feedback. It was available on the Transform Fresno website and presented through participatory engagement activities.

TRANSFORM FRESNO Community Engagement Plan Framework

5/24/19

Background

The City of Fresno engaged with residents, business owners, and property owners in Downtown, Chinatown, and Southwest Fresno to shape the proposal for the Transformative Climate Communities (TCC) grant from the California Strategic Growth Council (SGC). This included multiple community meetings, formation of a Community Collaborative, and ultimately development of the final proposal. After a review of the final proposal, the SGC awarded the City of Fresno \$66.5 million to implement the project. The final approved Transform Fresno project involves partner organizations that will implement a suite of projects that reduce green house gas emissions including affordable housing, energy efficiency upgrades, solar panel installation, tree planting, bike lanes and trails, urban gardening and farming, parks, and clean transportation.

To administer and guide the process, the City has created a dedicated staff position and formed the Outreach and Oversight Committee.

This Community Engagement Plan (CEP) builds on the significant citizen and community participation that occurred during the project application process and the ongoing work of City of Fresno staff the Outreach and Oversight Committee. Further, the Strategic Growth Council, as part of the Transformative Climate Communities grant, requires preparation of an engagement plan to ensure that residents, business owners, and property owners are helping to guide the future of their community. The CEP establishes a framework to maintain consistent contact with the community, provide opportunities for community members to guide project implementation (such as contributing to decisions on the design of projects), and participate in project implementation.

Community Engagement Plan Goal

To enable residents, business owners, and property owners in Chinatown, Downtown, and Southwest Fresno to be knowledgeable of and actively engaged in the Transform Fresno efforts.

Engagement Objectives

The primary community engagement objectives are as follows:

- Provide clear and consistent communication to residents, businesses and other stakeholders throughout the implementation of TCC project implementation.
- Enable active participation in project implementation.
- Ensure ownership over the process and its outcomes

- Develop local leadership and civic capacity
- Foster the next generation of community leaders
- Create opportunities to provide input on design and implementation decisions
- Document the implementation process
- Celebrate accomplishments

Stakeholders

For the community engagement to be successful, it should include the full spectrum of stakeholders, so that all stakeholders feel that their issues are addressed and ideas are heard. The following are the stakeholders to include in the community engagement process.

- Residents
- Business owners
- Property owners
- Outreach and Oversight Committee
- City of Fresno Staff
- Project Partners
- Organizations focused on Chinatown, Downtown, or Southwest Fresno
- Citywide organizations (Chamber, Building Healthy Communities, Leadership Council for Justice and Accountability)

Engagement Methods

To meet the goals of the TCC CEP, there will be a variety of engagement methods. These methods are divided into three broad categories, as described below:

1. **Information Sharing and Communication.** These are the methods to inform the community about the TCC and ways to actively participate in the process.
2. **Participation.** These methods allow residents and stakeholders to actively participate in the process and take ownership of the projects.
3. **Documentation.** This category will document the success of the TCC through a variety of methods.

Information Sharing and Communication

- *Newsletters*
Newsletters should include a combination of overall TCC project updates, highlights of individual project activity, and profiles of people that are contributing to the TCC effort including City staff, members of the TCC partner organizations, members of other community organizations active in the area, local business owners, and participants in the various projects.

- *Website*
The website should serve as the central location for all TCC material that is relevant to the community including the final grant agreement, any amendments, summary notes from workshops, photos from events, information on upcoming events and volunteer opportunities.
- *Text messages*
This method can be used to provide reminders about important upcoming events such as the quarterly partner meetings with the Outreach and Oversight Committee and the Annual Transform Fresno Summit.
- *Email Communications and Database*
The stakeholder engagement should utilize the email and cell phone database that was established during the grant application process to reach out to the community. This database should be added to on an on-going basis. Email blasts should be used for brief project updates, distribution of an electronic version of the newsletter, and to send reminders about Quarterly meetings, project groundbreaking or ribbon cuttings, the annual Summit, and project-specific outreach or recruitment opportunities.
- *Door-to-Door Canvassing*
Given the large number of elderly residents and that not all residents have access to digital information sharing platforms, direct engagement through door-to-door outreach should be used at strategic times in the process. This including when projects are being initiated and input is being requested in design or other features, at the start or completion of projects in specific neighborhoods, prior to the Annual Summit, and when significant issues are being addressed by the Outreach and Oversight Committee.
- *Social Media*
Social media accounts on Facebook, Twitter, and Instagram should be created to share information and updates on project implementation.
- *Flyers and Meeting Notices*
Flyers should be mailed and posted when necessary to inform stakeholders of significant events such as the Annual Summit, key decisions being considered by the Outreach and Oversight Committee, and if TCC items are being discussed by the City Council.

Participation

- *Quarterly Outreach and Oversight Committee meetings*
The O&O Committee meetings provide a regular opportunity to discuss community issues and identify what types engagement is needed. Additionally, project partner will be in attendance at these meetings to provide an in-person means for the community to learn about project updates and for the partners to coordinate their respective outreach and recruitment efforts.
- *Ambassador Program*

Identify community leaders to assist with communications and engagement. Could be individuals or organizations working in the community. Stipends could be given.

- *Annual Transform Fresno Summit*
The Annual Summit is an opportunity to share and celebrate progress, include the broader Fresno Community, include City, County, and State officials that play a role in Transform Fresno implementation. It envisions as a combination of project presentations, break-out sessions on important and emerging topics, panel discussions, activities for adults and children, and recruitment for project volunteers and development of future leaders.
- *Project specific charrettes or workshops*
The workshops or charrettes are a way for community members to contribute to the design of the new parks and street improvements. These should occur early in the design process so that the design teams are aware of unique community needs or ways for the projects to reflect community history, stories, or values.
- *Transform Fresno Leadership Development Program*
A Transform Fresno Leadership Development Program would cultivate approximately 25 new community leaders per year to support the community engagement efforts. This group of participants will receive both education and training on community organizing, facilitation, public speaking, and local government procedures. The Leadership Fellowship participants will assist with the “high-touch” direct project information and engagement at the community level through attendance at local events, door-to-door outreach, and assistance in the Community Stories program.
- *Neighborhood Project Update Meetings*
Meetings located within specific neighborhoods within the TCC project areas to provide updates on the various TCC projects. This would include meetings with individual community groups such as churches or schools PTAs, or other neighborhood-based organizations.
- *Preference and Opinion Surveys*
Surveys will be conducted, both online and on paper, to identify existing and emerging needs in the community. Topics may include the level of awareness of the TCC projects, opinions on how well the TCC projects are serving the community, ideas for improvement, and options for project expansion or replication in other neighborhoods.
- *Active participation as owner, trainee, or volunteer*
Several of the projects include direct participation in terms of sweat equity or training, others offer volunteer opportunities. These include both participation as a trainee and volunteer for Grid Alternatives, contribution of sweat equity as a future homeowner or supporting family member with Self-Help Enterprises, volunteering at the Yosemite Urban Farm, tree planting on several of the urban greening projects, etc.

Documentation

- *Documentary Videos of events and project implementation (Video History)*
The videos can be both short 30- 90-second capture of projects being implemented, interviews with participants, or summaries of community workshops or other events. A longer 5-10 minutes video should also be prepared that captures the entire 5-year Transform Fresno process.
- *Community narrative documentation*
Story telling is a powerful way to strengthen community identity, highlight local culture, and provide a method for acknowledging and healing past trauma. A “Story Core” booth could be provided at each of the annual Summits with high quality recording equipment and experienced facilitators to assist Transform Fresno participants to share their experiences with history of the area and their visions for the future. A live Community Stories event could also be organized to allow sharing with the broader community.
- *Participation Dashboard*
An online Community Engagement Dashboard should be created to track participation progress over the life of the TCC. Metrics to be included in the Dashboard are:
 - Number of people at each event
 - Total number of people engagement with over the life of the project
 - Geographic distribution of the participants
 - Ethnic distribution of the participants
 - Number of events or meetings that individuals participate in
- *Annual and Final Engagement Summary Report*
An annual report should be prepared and posted on the Transform Fresno web site that provides a narrative summary of the engagement activities that took course over the year, major outcomes, and a description of the metrics included in the Participation Dashboard. A final report should be completed as part of the project close out.

Governance Structure and Leadership Development

The key to maintaining consistent community engagement is the establishment and administration of forums for the community to be actively involved in decision-making and management of the Transform Fresno effort. While the City can play a significant administrative and management role, the community needs to have formal method for interacting with the City in the implementation of the grant. The approach taken for the grant development and approval, that included multiple community members and ultimately 164 participants that were eligible to vote on the final proposal, is an example of the value that come from creating formal structures to engagement and empower the community in the decision making process. As Transform Fresno progresses through the 5-year grant period, having a formal body in place will be essential. This formal body (currently the Outreach and Oversight Committee) will need to work with the City, the project partners, and the many local organizations that are active in the Transform Fresno project area.

City of Fresno

The City Fresno City Manager's Office will conduct Grant management and coordination with the SGC. Project implementation will include the Development and Resource Management Department and the Public Works Department.

Implementation Partners

All of the Transform Fresno project partners should coordinate efforts through targeted meetings and through the Quarterly project update meeting.

Outreach and Oversight Committee

The main governance body is the O&O Committee. This committee will need to evolve over time as members cycle in and out. There is a need to evaluate the current structure, which was established during the grant agreement finalization stage, to determine how new members could join the committee while maintaining the degree of community knowledge and commitment that is required.

Ambassadors/Leaders

Community ambassadors will be a direct conduit to the community and should have opportunities to present their experiences of community perceptions of the Transform Fresno project from the community perspective.

Participants

There are multiple opportunities for residents to participate in the Transform Fresno project, whether directly through programs offered by Grid Alternatives or Self-Help Housing, or by volunteering for various tree planting, urban farming, solar panel installation, or other projects. The participants should be provided with opportunities to share their experiences with the project implementation partners and with the larger Transform Fresno community.

Measuring Effectiveness

Establishing metrics for both outputs and outcomes is an essential part of a complete plan. The following items should be tracked on an on-going basis and reported on a semi-annual basis at a minimum:

- Number of community members participating in community events and activities (by geography, race/ethnicity/language, and number of times involved)
- Number of people engaged in online activities and social media (website, on-line surveys, Facebook, twitter, etc.)
- Number of materials distributed to stakeholders
- Number of engagement activities held
- Number of volunteers who participated in project implementation
- Number of community members in the Transform Fresno database
- Number of attendees at community events

Attachment D - Pop-Up Public Workshop Materials and Photos

What is Transform Fresno? ¿Qué es Transformar Fresno?

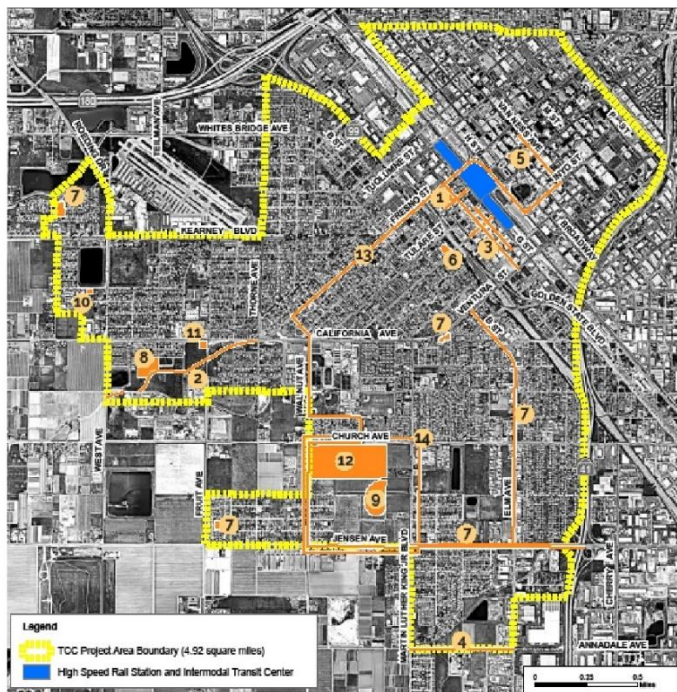
Transform Fresno is a five-year collaborative effort to revitalize Downtown, Chinatown, and Southwest Fresno. The goal is to improve public health and the environment, expand economic opportunities, and reduce greenhouse gas emissions. Twelve organizations are working with the City of Fresno to complete 22 projects, through a \$66.5 million grant from the State of California Transformative Climate Communities program (TCC). The projects funded by the grant were identified through a community process that included people that live, work, or own property in the project area. Twenty of these projects are listed below.

Continuing to inform and involve the community is an important part of Transform Fresno. Over the next five years, there will be multiple opportunities to stay involved. We need your help to understand the best ways to keep you aware of what is happening.

Transformar Fresno es un esfuerzo de colaboración de cinco años para revitalizar Downtown, Chinatown y Southwest Fresno. El objetivo es mejorar la salud pública y el medio ambiente, ampliar las oportunidades económicas, y reducir las emisiones de gases de efecto invernadero. Doce organizaciones están trabajando con la Ciudad de Fresno para completar 22 proyectos, a través de una subvención de \$ 66.5 millones del programa de Clima Transformativo de Comunidades del Estado de California (TCC). Los proyectos financiados por la subvención fueron identificados a través de un proceso comunitario que incluía personas que viven, trabajan o son propietarias de propiedades en el área del proyecto. Veinte de estos proyectos se enumeran a continuación.

Continuar informando e involucrando a la comunidad es una parte importante de Transformar Fresno. Sobre los próximos cinco años, habrá múltiples oportunidades para mantenerse involucrado. Necesitamos su ayuda para entender las mejores maneras de mantenerse al tanto de lo que está sucediendo.

Funded Projects *Proyectos financiados*



1. Chinatown Housing Project (57 units)
2. Southwest Fresno Trail
3. Chinatown Urban Greening
4. Annadale Mode Shift (sidewalks, bikelanes)
5. Mariposa Plaza (trees, paving, rainwater capture)
6. ERP Green Toddler Park
7. Southwest Urban Forest Expansion
8. Yosemite Village Permaculture Community Garden and Urban Farm
9. Park at MLK Magnet Core
10. Inside Out Community Garden
11. Southwest Fresno Community Food Hub
12. Fresno City College: West Fresno Satellite Campus (bike and ped paths)
13. TCC Connector (improved bus service)
14. Southwest Offsite Improvements (trails, sidewalks, bikelanes)

NOT MAPPED

15. EOC Partnership for Energy Savings & GHG Reductions in SW Fresno
16. GRID Solar Collaborative Single-Family Partnership
17. GRID Solar Collaborative Multi-Family Partnership
18. Clean Shared Mobility Network
19. Chinatown Property Based Improvement District
20. EOC Partnership for Energy Savings & GHG Reductions in SW Fresno

What are the engagement objectives? ¿Cuáles son los objetivos de participación?

1. Provide clear and consistent communication to residents, businesses, and other stakeholders throughout the implementation of TCC projects. Proveer comunicación clara y coherente a los residentes, empresas, y otros partes interesados durante la implementación del proyecto TCC.
2. Enable active participation in project implementation. Habilitar la participación activa en la implementación del proyecto.
3. Ensure ownership over the process and its outcomes. Asegurar la propiedad sobre el proceso y sus resultados.
4. Develop local leadership and civic capacity. Desarrollar el liderazgo local y la capacidad cívica.
5. Foster the next generation of community leaders. Fomentar la próxima generación de líderes comunitarios.
6. Create opportunities to provide input on design and implementation decisions. Crear oportunidades para aportar información sobre decisiones de diseño e implementación.
7. Document the implementation process. Documentar el proceso de implementación.
8. Celebrate accomplishments. Celebrar logros.

What else should we add? ¿Qué más debemos agregar?



What are the best ways to learn about TCC? ¿Cuáles son las mejores maneras de aprender sobre TCC?


Vote for the top 3 ways below with your dots. Vota por los 3 primeros maneras abajo con tus pun-

Newsletters (printed) <i>Boletines (impresos)</i>	
Website <i>Sitio web</i>	
Text messages <i>Mensajes de texto</i>	
Email communications <i>Comunicaciones por correo electrónico</i>	
Door-to-door canvassing <i>Encuesta puerta a puerta</i>	
Social media <i>Medios de comunicación social</i>	
Flyers and meeting notices <i>Volantes y avisos de reuniones</i>	
Other (please list) <i>Otro (por favor listar)</i>	

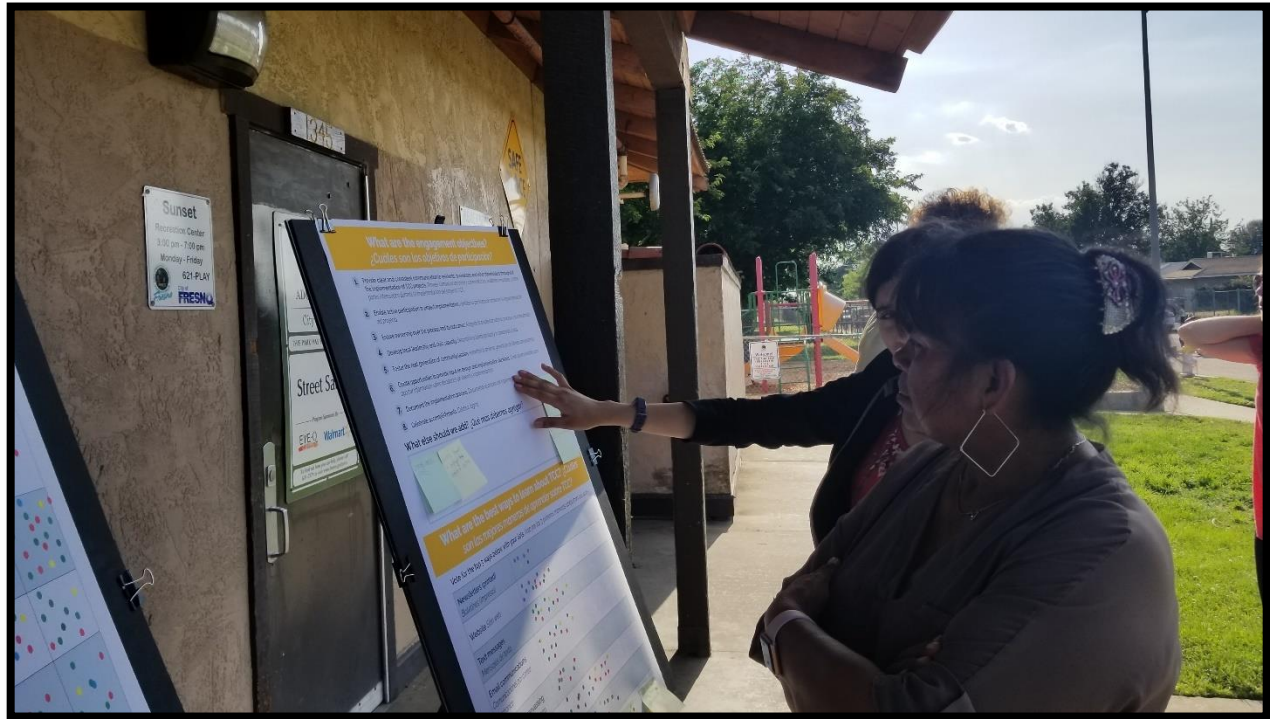
How likely would you be to participate in the following activities? ¿Qué tan probable es que participe en las siguientes actividades?

	Very Unlikely <i>Muy improbable</i>	Not Likely <i>No es probable</i>	Neutral/ Don't Know <i>Neutral / No sé</i>	Likely <i>Probable</i>	Very Likely <i>Muy probable</i>
Attend quarterly Outreach/Oversight Committee meetings to learn about future engagement opportunities <i>Asista a las reuniones trimestrales del Comité de Alcance/Supervisión para aprender sobre futuras oportunidades de participación</i>					
Join the Ambassador Program and help engage community members in the TCC program <i>Únase al programa Ambassador y ayude a involucrar a los miembros de la comunidad en el programa TCC</i>					
Attend annual Transform Fresno summit to celebrate project achievements <i>Asiste a la cumbre anual Transformar Fresno para celebrar los logros del proyecto</i>					
Attend public workshops to guide the implementation of specific projects <i>Asistir a talleres públicos para orientar la implementación de proyectos específicos.</i>					
Participate in the Transform Fresno Leadership Development Program, a program to train the next generation of community leaders <i>Particpe en el Programa de Desarrollo de Liderazgo Transformar Fresno, un programa para capacitar a la próxima generación de líderes comunitarios</i>					
Attend neighborhood project update meetings to learn about the progress of a project <i>Asista a las reuniones de actualización del proyecto del vecindario para conocer el progreso de un proyecto</i>					
Take preference and opinion surveys <i>Realiza encuestas de preferencia y opinión.</i>					
Participate as a TCC volunteer to help implement a project (e.g. tree planting) <i>Participar como voluntario en TCC para ayudar a implementar un proyecto (por ejemplo, plantación de árboles)</i>					

What other ideas do you have to engage residents in TCC implementation?
¿Qué otras ideas tiene para involucrar a los residentes en la implementación de TCC?



Pictures from Pop-Up Workshops





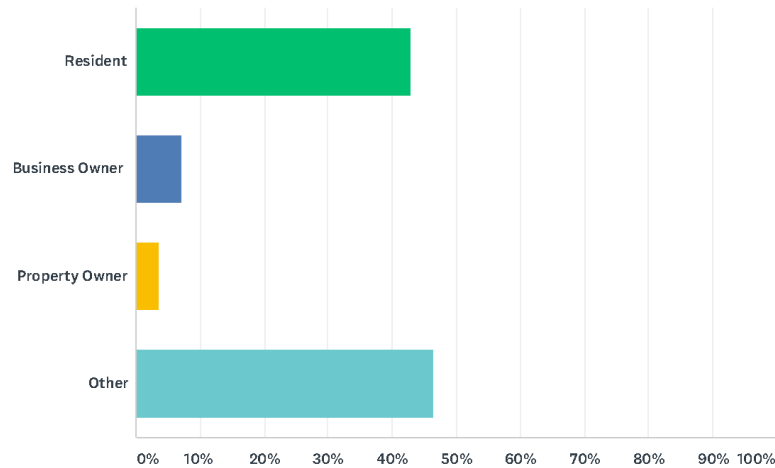
Attachment E - Survey Results Summary

Figures illustrating summary of survey responses; Excludes open-ended questions 8, 9, 10, and 12.

Community Engagement Plan Survey

Q1 The Transform Fresno area includes Downtown, Chinatown, and Southwest Fresno. Please let us know if you are a:

Answered: 28 Skipped: 0

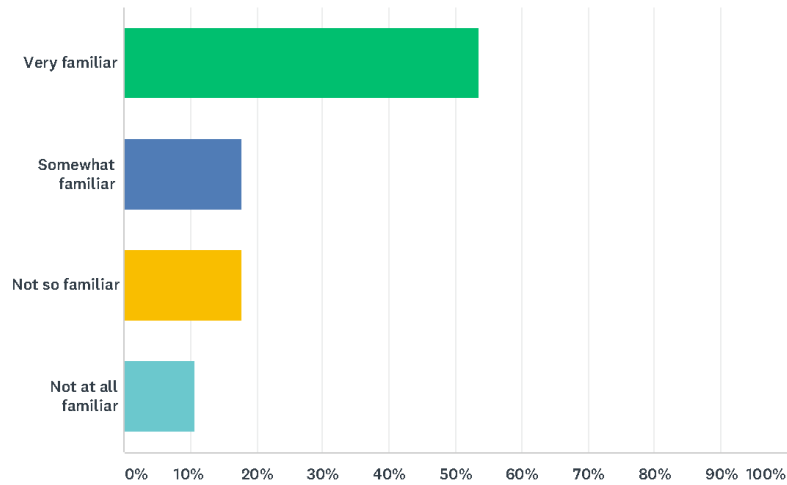


ANSWER CHOICES	RESPONSES	
Resident	42.86%	12
Business Owner	7.14%	2
Property Owner	3.57%	1
Other	46.43%	13
TOTAL		28

Community Engagement Plan Survey

Q2 How familiar are you with the Transform Fresno project?

Answered: 28 Skipped: 0

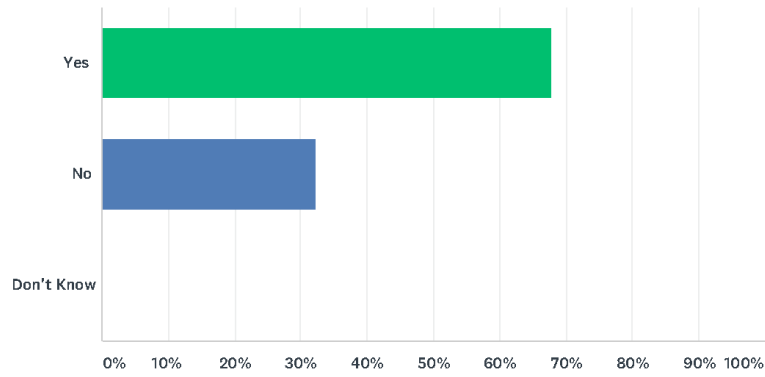


ANSWER CHOICES	RESPONSES	
Very familiar	53.57%	15
Somewhat familiar	17.86%	5
Not so familiar	17.86%	5
Not at all familiar	10.71%	3
TOTAL		28

Community Engagement Plan Survey

Q3 Did you participate in the process of creating Transform Fresno?

Answered: 28 Skipped: 0

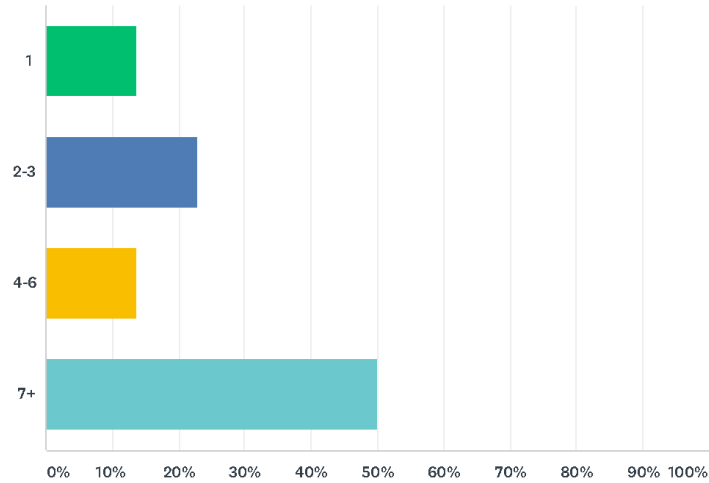


ANSWER CHOICES	RESPONSES	
Yes	67.86%	19
No	32.14%	9
Don't Know	0.00%	0
TOTAL		28

Community Engagement Plan Survey

Q4 If yes, how many events did you participate in?

Answered: 22 Skipped: 6

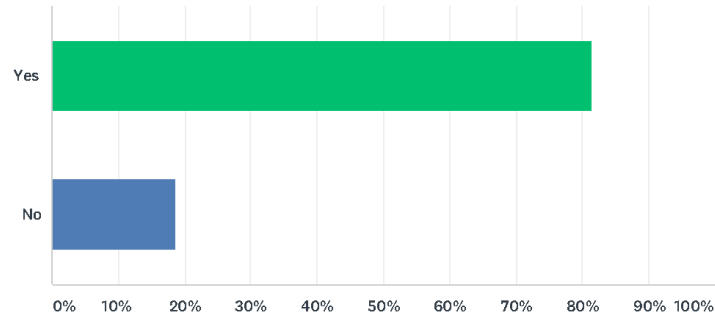


ANSWER CHOICES	RESPONSES	
1	13.64%	3
2-3	22.73%	5
4-6	13.64%	3
7+	50.00%	11
TOTAL		22

Community Engagement Plan Survey

Q5 Do you participate in any organizations that are active in the community?

Answered: 27 Skipped: 1

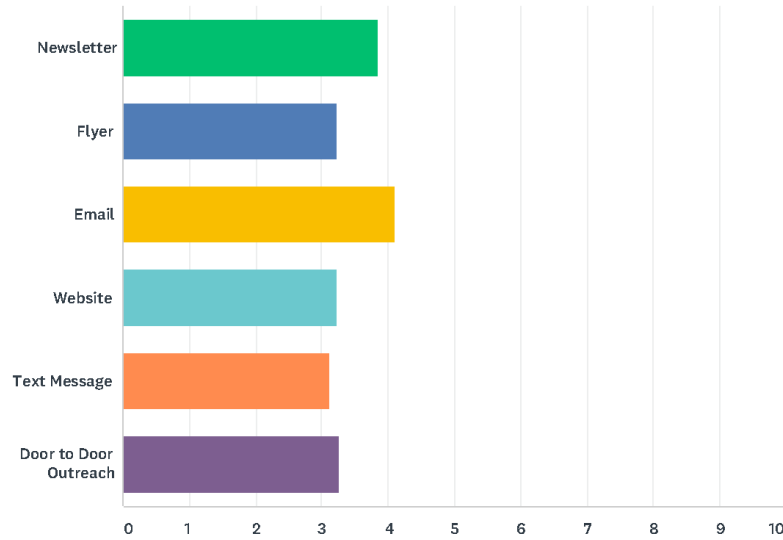


ANSWER CHOICES		RESPONSES	
Yes		81.48%	22
No		18.52%	5
TOTAL			27

Community Engagement Plan Survey

Q6 How important are the following on a scale of 1 to 6? Please rank in order of preference.

Answered: 28 Skipped: 0

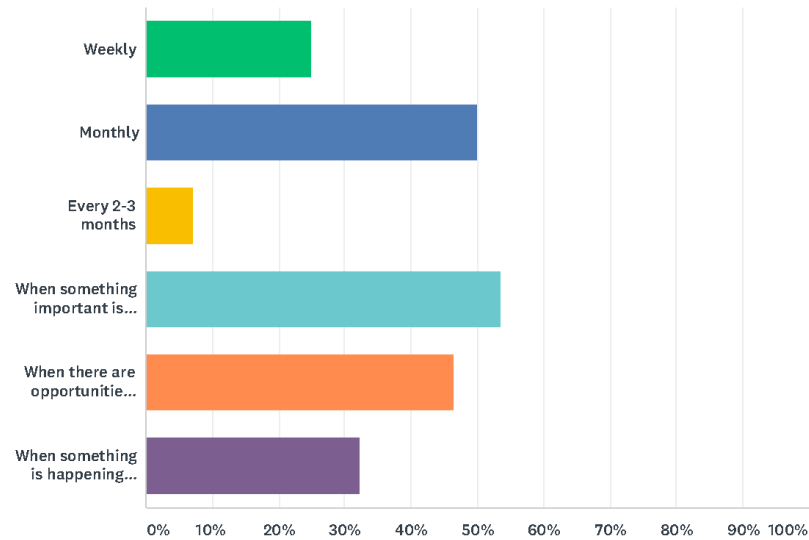


	1	2	3	4	5	6	TOTAL	SCORE
Newsletter	23.08% 6	19.23% 5	19.23% 5	7.69% 2	19.23% 5	11.54% 3	26	3.85
Flyer	0.00% 0	23.08% 6	19.23% 5	23.08% 6	26.92% 7	7.69% 2	26	3.23
Email	22.22% 6	25.93% 7	14.81% 4	22.22% 6	7.41% 2	7.41% 2	27	4.11
Website	11.54% 3	19.23% 5	11.54% 3	19.23% 5	15.38% 4	23.08% 6	26	3.23
Text Message	15.38% 4	7.69% 2	15.38% 4	19.23% 5	19.23% 5	23.08% 6	26	3.12
Door to Door Outreach	25.93% 7	3.70% 1	18.52% 5	7.41% 2	11.11% 3	33.33% 9	27	3.26

Community Engagement Plan Survey

Q7 How often would you like to receive information?

Answered: 28 Skipped: 0

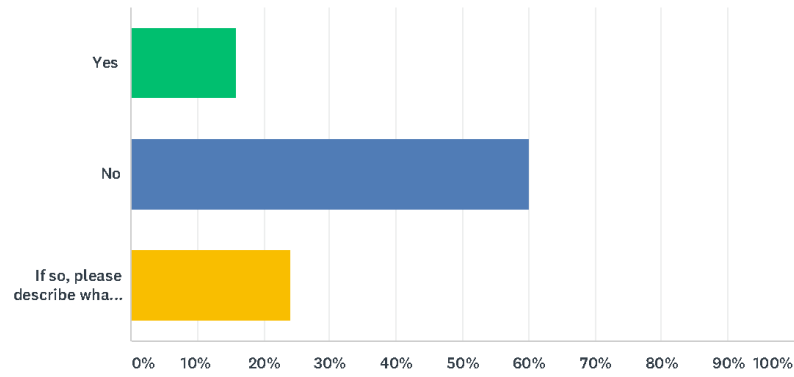


ANSWER CHOICES	RESPONSES	
Weekly	25.00%	7
Monthly	50.00%	14
Every 2-3 months	7.14%	2
When something important is happening	53.57%	15
When there are opportunities to participate	46.43%	13
When something is happening in my neighborhood	32.14%	9
Total Respondents: 28		

Community Engagement Plan Survey

Q11 Should additional objectives be added?

Answered: 25 Skipped: 3

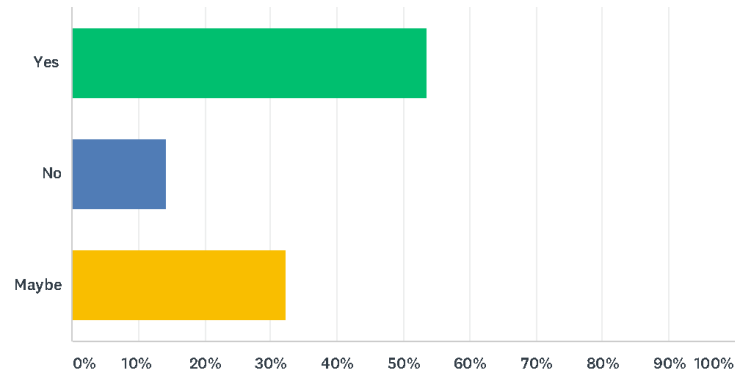


ANSWER CHOICES	RESPONSES	
Yes	16.00%	4
No	60.00%	15
If so, please describe what should be added.	24.00%	6
TOTAL		25

Community Engagement Plan Survey

Q13 Are you interested in opportunities to participate in Transform Fresno projects or leadership opportunities?

Answered: 28 Skipped: 0

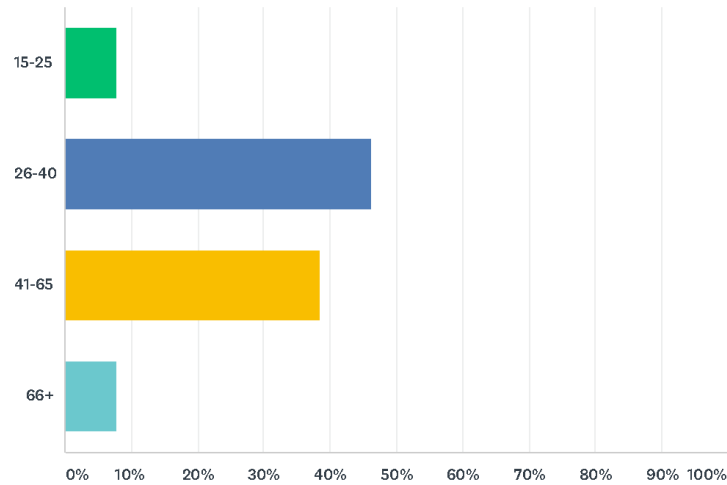


ANSWER CHOICES	RESPONSES	
Yes	53.57%	15
No	14.29%	4
Maybe	32.14%	9
TOTAL		28

Community Engagement Plan Survey

Q14 If you are comfortable doing so, please provide us with the following information that helps us make sure we are reaching out to the entire Transform Fresno community: What is your age group?

Answered: 26 Skipped: 2

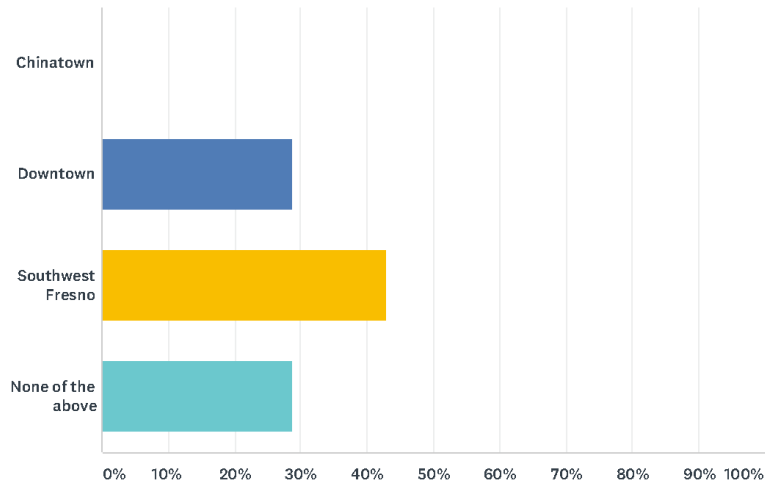


ANSWER CHOICES	RESPONSES	
15-25	7.69%	2
26-40	46.15%	12
41-65	38.46%	10
66+	7.69%	2
TOTAL		26

Community Engagement Plan Survey

Q15 Which neighborhood are you a part of?

Answered: 28 Skipped: 0

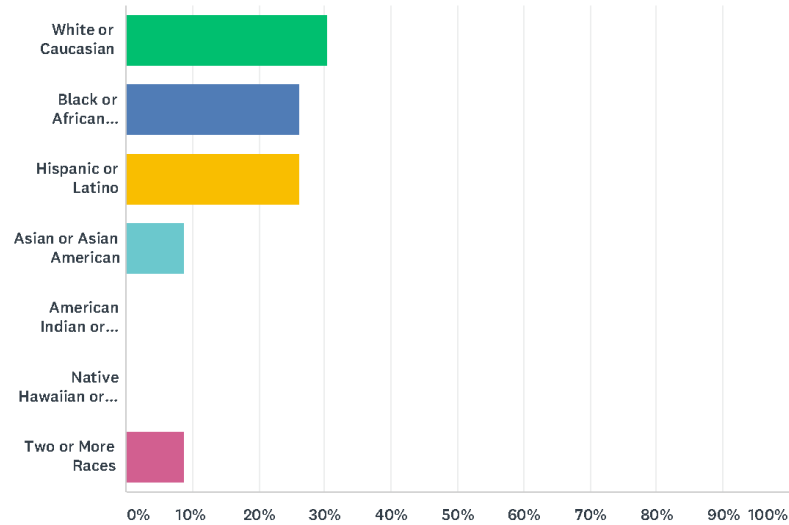


ANSWER CHOICES	RESPONSES	
Chinatown	0.00%	0
Downtown	28.57%	8
Southwest Fresno	42.86%	12
None of the above	28.57%	8
TOTAL		28

Community Engagement Plan Survey

Q16 What is your ethnicity?

Answered: 23 Skipped: 5

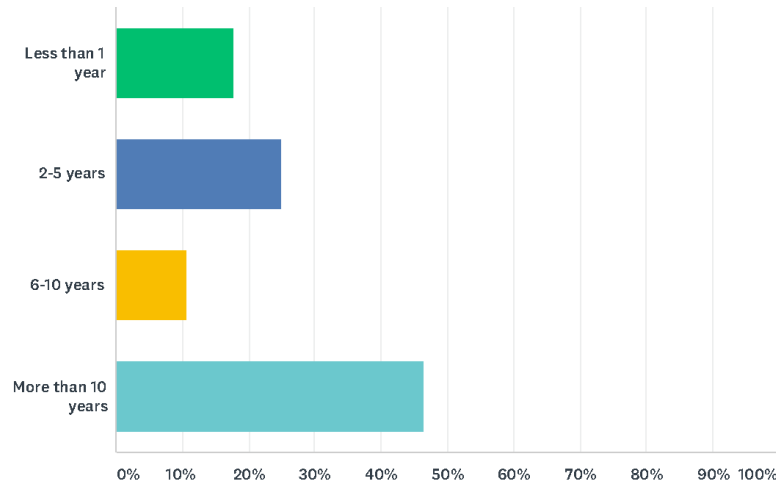


ANSWER CHOICES	RESPONSES	
White or Caucasian	30.43%	7
Black or African American	26.09%	6
Hispanic or Latino	26.09%	6
Asian or Asian American	8.70%	2
American Indian or Alaska Native	0.00%	0
Native Hawaiian or other Pacific Islander	0.00%	0
Two or More Races	8.70%	2
TOTAL		23

Community Engagement Plan Survey

Q17 How long have you lived or worked in the Transform Fresno Project Area?

Answered: 28 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 1 year	17.86%	5
2-5 years	25.00%	7
6-10 years	10.71%	3
More than 10 years	46.43%	13
TOTAL		28

Attachment F - Public Comments



June 23, 2019

Courtney Espinoza
2600 Fresno Street
Fresno, CA 93721

RE: Transform Fresno's Draft Displacement Avoidance Plan and Draft Community Engagement Plan

Dear Ms.Espinoza,

Thank you for the opportunity to comment on Transform Fresno's Draft Displacement Avoidance Plan (DAP) and the Draft Community Engagement Plan (CEP). We are a community-based organization working alongside low-income residents and disadvantaged neighborhoods in Fresno. We have been engaged in the Transform Fresno process to ensure authentic community participation and adherence to AB 2722 requirements and the 2017 Transformative Climate Communities (TCC) program guidelines. We offer these comments to further strengthen and expand upon the draft Displacement Avoidance Plan (DAP) and Community Engagement Plan (CEP). We welcome the opportunity to work with the City of Fresno and its consultants to ensure compliance with TCC program requirements and overall success of Transform Fresno.

Draft Displacement Avoidance Plan Comments

As written in the 2017 TCC Guidelines section under *Transformative Requirements* subsection 2. *Avoid the Displacement of Existing Households and Small Businesses*, it is unequivocal the lead applicant must adopt new policies or programs found within Tables 2 and 3. While the City of Fresno intends to fulfill requirements listed below, there is significant opportunity to further strengthen proposed policies and ensure compliance with task iii in identifying "additional policies and programs...[from] the policy categories included in Table 2...[and] Table 3".

The City of Fresno has a responsibility to adhere to TCC program requirements as laid out in the 2017 Final TCC guidelines adopted by the Strategic Growth Council. Community residents and advocates have repeatedly requested the City to develop, adopt, and implement strong policies and programs that will protect families and small businesses from physical and economic displacement. Documented evidence exists of displacement when significant investment is made in communities home to lower income, minority and immigrant populations without protective measures in place. As currently written, the Draft DAP does not meet the basic minimum



requirements put forth in the 2017 TCC guidelines and would not protect families and businesses in the Transform Fresno plan area.

Throughout several of Leadership Counsel's regularly held community meetings, and through participation in the DAP Workshop, community residents have been clear and explicit about which type of policies they want to see prioritized and adopted. Discussions centered around increasing rents, stagnant wages, lack of good quality jobs, retaliatory evictions, millions in tax incentives to multi-billion dollar companies and none for affordable housing, creating opportunities for homeownership, or protecting senior citizens from displacement. While City staff did capture most of those policies including a version of Rent Control or Stabilization, 'Just Cause' Evictions, and homeownership opportunities, the draft plan does not include Inclusionary Zoning Incentives despite having the third most points from the DAP Workshop. Additionally, the proposed policies in draft DAP were chosen based off of which category received the most points, rather than which specific policy or program received the most points. As a participant at the DAP Workshop on May 15th, we do not recall Staff making this distinction in how they would select the final policies. Our understanding and presumably the understanding of other participants was that the policy with the most points per category would be chosen. Instead, the City added the total points per category and then chose the highest scoring policy, thus potentially undermining community priorities.

Below, we provide comments to strengthen proposed policies and programs, and also suggest an additional policy as prioritized by community members.

Policy: Rent Control, Stabilization, Ordinances, and Rent Review Board

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Maintain the City of Fresno Mobilehome Park Rent Review and Stabilization Commission.*
 - a. Though we appreciate the City having Task 1 in place, it is our understanding that there currently are no Mobile Home Parks in the TCC Plan Area and thus, making Task 1 irrelevant as it does not apply here.
2. *Hire a consultant to develop qualitative and quantitative data to inform policies specific to the TCC Project Area.*
 - a. We are supportive of hiring an academic institution with demonstrated experience of working directly with impacted communities to develop protective measures and tools against displacement and gentrification. If implemented correctly and in partnership with community this task will allow the City to begin gathering baseline data before any potential significant displacement occurs. An academic partner



- should be in place ready to work with community leaders within 3 months of DAP adoption.
3. *Gather quantitative data specific to rent levels and how fast they are changing comparative to rent levels and changes outside of the TCC Project Area.*
 - a. If methodology is developed in partnership with community residents and interested stakeholders, this task will allow the City of Fresno to develop and adopt a policy framework to guide adoption of key policies and programs necessary to meaningfully address the housing crisis in Fresno. We recommend this task be completed within the first three months of DAP adoption and in coordination with an academic institution as identified above.
 4. *Conduct 1 informational workshop explaining the pros and cons of rent control.*
 - a. We recommend this task be eliminated as it does not in any way address concerns and feedback identified by community members at the May 15th DAP Workshop, nor what organizations like Leadership Counsel hears on a consistent basis.

Instead, we urge the City, as the lead applicant, to meaningfully respond to community by adding the following task:

Implement a community driven process to develop a rent control or rent stabilization policy for further consideration and adoption by the Fresno City Council..

This task would be consistent with community concerns, comments, and priorities voiced throughout the Transform Fresno process. Doing so will also help the City comply with task iii in establishing a new policy or program to avoid displacement.

Policy: First time homeowner incentive and protection

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Research and compile which homeowner incentive programs are available to the public.*
 - a. Though it is useful to have research and a compilation of data sources, without any clear outcome or goals, there is no clear connection as to how this will assist tenants at risk of displacement. Additional language should be added about how the City of Fresno will make this data easily available to the public outside of a web page and physical copies in a library. Locations should include, but not limited to community centers, social services departments, Fresno Housing Authority, informational boards at laundromats, with organizations working with tenants. This



- information should be presented in a variety of languages including, but not limited to Spanish, Hmong, Punjabi, Lao, and Thai.
2. *Provide an annual educational workshop to potential first time home buyers based on available incentive programs.*
 - a. Providing one annual educational workshop for first time home buyers in a city with a population of half a million individuals and a homeownership rate of 47%¹ is insufficient. City Staff should either lead or work with non-profit organizations, financing institutions, or other agencies working in this subject area to host 3-4 workshops a year. These workshops must be in easily accessible locations where community members already congregate, at an accessible time, with qualified translators. The City should go beyond its status quo outreach methods. This can include, but not limited to working with organizations with ties to communities, media outlets like Radio Bilingue or Arriba Valle Central, working with community leaders, working with the Fresno Housing Authority (FHA), and/or working with banks who provide low-interest home loans for first-time homebuyers.

Furthermore, we recommend the addition of another task to this section regarding the financing of a down payment assistance program for first-time or low-income homebuyers program. For instance, Program 8 in the City's Housing Element requires the City of Fresno to "continue to pursue funds" from the Housing and Community Development Department's (HCD) first-time homebuyer program to assist households. This program has been previously made available to Fresno City residents, but this contract ended in 2017 with HCD. However, a NOFA was issued and awards announced in 2018 for the CalHome Program, which the City of Fresno did not seem reapply. The City should actively pursue a variety of financing options for down payment assistance for low-income homebuyers. Several cities within and beyond California have successful programs the City should look into. Additionally, the City should provide counseling sessions to assist families in navigating the homeownership process. We encourage the City to seek partnerships in implementing these sessions with organizations or agencies who have expertise in this area.

Policy: 'Just Cause' Eviction Policies

'Just Cause' Eviction has been voiced as a priority by community since the beginning of this process. In fact, this was a priority identified in October 2017 City staff, led by Mr. Spees, held a meeting in City Hall about DAP requirements. . At the most recent May 15th workshop, this

¹ US Census Bureau. *Owner-occupied housing unit rate, 2013-2017*.
<https://www.census.gov/quickfacts/fact/table/fresnocitycalifornia/HSG445217#HSG445217>



priority once again rose to the top as someone in the room who brought it up was in the process of being evicted because she called code enforcement on her landlord. Unfortunately, this isn't an isolated incident and several people in the room have heard this story before and have asked City staff to address in more permanent, solution oriented ways.

We urge the City to work with community leaders through a thorough public process to develop a 'Just Cause' Eviction policy for consideration and approval by the Fresno City Council.

Policy: Development of No-Cost and Low-Cost business development and retention programs with established Local, State, and Federal partners such as the California Small Business Development Center Network, Women's Business Centers, Procurement Technical Assistance Centers and others

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Work with business development agencies to provide 10 one-on-one sessions with existing or potential entrepreneurs in the TCC Project Area*
 - a. Additional language should be added to this task to ensure access to these sessions by diverse, small minority owned businesses. Proper translation during these one-on-one sessions, including but not limited to materials, paperwork, and experts providing the sessions. Additionally, existing and potential entrepreneurs should be provided the opportunity to have follow up visits if needed. The City of Fresno should instead strive to assist at least ten entrepreneurs with these sessions and not place a cap so as to ensure that it is supporting as many interested individuals as possible. As these spots are very limited, these resources should be limited to low-income individuals from minority populations. Advertisement of these resources should be done extensively through various methods including, but not limited to local chambers of commerce, social services assisting unemployed and underemployed individuals, and nonprofit organizations.

Policy: Rental Subsidies for local, minority owned small businesses

This draft policy puts forth the following tasks which are italicized followed by our comments below:

1. *Hire a consultant to provide qualitative and quantitative data specific to business rental levels and the potential of business subsidies within the TCC Project Area.*
2. *Put together an informational workshop regarding the availability of business rental subsidies for local, minority owned small businesses within the TCC Project Area.*



- a. As written, this policy makes the assumption that the City of Fresno already has existing rental subsidies for small businesses and this information will be shared at this workshop. If that is not so, there should be another task added where staff explore the creation of a policy or program to assist local, minority owned small businesses as we recommended for the Rent Control and 'Just Cause' Eviction Policies. As for having a singular workshop, this is simply not enough to share this information with all of the small, minority owned local businesses. Staff should work with local chambers offices and other organizations or agencies working with businesses.

Policy: Incentives for Inclusionary Zoning

Instead of replacing one policy or program with another, we recommend the City go beyond the minimum requirements of three residential policies or programs and also include a policy for Incentives for Inclusionary Zoning. This policy and its subsequent tasks would be similar to the 'Just Cause' Eviction Policies. City Staff would begin by gathering information and relevant data based off what other cities are doing, gather more information through group discussion with experts and stakeholders, develop policy language through an extensive public process, and ultimately present this before the City Council for a vote. Doing so would also ensure the City is responsive and meaningfully addressing community priorities.

Draft Community Engagement Plan Comments

AB 2722 and the 2017 TCC program guidelines are clear in their intent to ensure meaningful community participation in all phases of Transform Fresno process. While the City of Fresno has hired consultants to develop a draft CEP, we have yet to see an actual draft for public review and comment. To date, we have seen the PowerPoint presentation provided at the last TCC quarterly meetings which merely describes outreach events and feedback gathered through these events and an online survey. We offer these comments in an effort to inform the development of the CEP.

TCC Requirements:

As a preliminary matter the 2017 TCC Guidelines find that at a minimum, the CEP should include:

- i. *Description of key stakeholders and residents, including any existing neighborhood organizations or advisory councils serving the Project Area;*



- ii. *Description of recent history of resident engagement in neighborhood issues of the proposed Project Area, including involvement in any planning or community development activities administered by the local government or other administrative entities;*
- iii. ***Description and timeline of proposed community engagement activities (see Table 4 for list of recommended activities to ensure meaningful community engagement);***
- iv. *Application before they are finalized.*
- v. *The process to be used to identify the needs of residents and other stakeholders during the TCC Proposal development phase and, if applicable, the relationship of this process to any pending planning activities or public improvements for the Project Area within the time frame of implementation;*
- vi. ***How the public will be informed of implementation progress, including updates on project performance and other indicators being tracked, as well as implementation progress on the Displacement Avoidance and Community Engagement Plans; and***
- vii. *Justification for the community engagement activities as a budget line item.*

Public Process to Date:

The development of a CEP is a key cornerstone to robust community participation in ensuring the success of Transform Fresno. Outreach to inform its development was minimal and fell short of ensuring robust, authentic participation due to delayed and limited opportunities to gather public input. For example, notice for pop up workshops was sent out Friday evening before Memorial Day weekend with the first pop up workshop occurring that same week. This did not provide sufficient time for organizations and stakeholders to properly notice and conduct outreach to large segments of the community.

While we commend consultants for their efforts and hosting workshops in generally well trafficked areas, we note that participation was not representative of demographics in the plan area. We welcome the opportunity to work with consultants to draft the CEP to ensure robust community participation.

A more collaborative partnership with formal and informal organizations, churches, and community leaders would ensure more representative outcomes. We appreciate the consultants recognizing these limitations and finding that diverse methods of outreach are needed to ensure robust participation. We offer the following principles to guide development of the CEP and look forward to reviewing a near final version in the coming days.

Information Sharing and Communication



A variety of communication methods should be utilized to ensure robust participation including: newsletters, frequently visited web pages, text messaging, email list serves, door to door canvassing, social media, flyers and partnership with local organizations working in the project area..

The following recommendations should be considered and included in the final CEP::

- Language accessibility: all communications and material need to be translated and available in languages spoken by residents in the project area including Spanish, Hmong, Punjabi, Lao and Thai and others as requested by residents.
- Utilize radio, television and newspaper media outlets to reach large segments of project area residents::
 - Hmong TV
 - Radio Bilingue, Univision and other Latino stations in Fresno area
 - Community Alliance
 - Fresno Bee
 - Vida en el Valle
 - Fresno Punjabi Radio: KWRU 1300 AM radio
 - Fresno City College and CSU Fresno, Fresno Pacific University student newspapers
 - Local news stations of ABC, NBC, CBS, Fox
- City of Fresno press releases/conferences, in partnership with City Council, Council District 3 to inform the public of key decision making points and events occurring in close time frame to each other
- Fresno Unified School District communication system called “PeachJar” can be used to reach parents and families of students that attend the schools within the TCC area.
- Engage Fresno Unified and State Center Community College to reach students and parents in the TCC Area as one of the cornerstones of Transform Fresno is the construction of the West Fresno Community College satellite campus.
- Partner with local community based organizations working with community residents in the project area and hosting regular monthly meetings in schools and neighborhoods.

Robust Public Participation

To ensure successful participation in proposed summits, workshops, meetings and development programs, the aforementioned communication tools in combination with outreach tools below will improve participation.



- Development of community outreach calendar to allow for coordination across various important local efforts occurring in the project area such as TCC, AB 617 South Central Fresno air quality monitoring and community emission reduction plans, South Industrial Priority Area Specific Plan and meetings of the Anti-Displacement Task Force. Residents want to be involved and aware of changes that affect their community. The city has continued to schedule community workshops/meetings for many of these efforts, on the same evenings or at conflicting times. This is then perceived by the community as a strategic move to keep residents unaware of the City's plans.
- Workshops/community meetings should always be scheduled at the most convenient time (3:30pm-8pm) and accessible locations for community residents. All meeting locations must be easily accessible by public transit.
- Child care and dinner should always be provided to show appreciation of residents' valuable time and to improve turn out of community members with families.
- Meet and engage with community members in creative ways:
 - Set up information tables for surveys and outreach in the most frequented areas:
 - Laundromats,
 - C Street /Fresno Street. shopping center in Southwest Fresno in front of the only large grocery store- Food 4 Less.
 - Churches in the community on Sundays
 - Local community sporting events, farmers markets, cherry Auction swap meet
 - Back to school nights
 - Neighborhood block events
- Partner with volunteer youth canvassers/ Mayors' Youth Commission to do door to door outreach. In return, youth leaders receive civic engagement and leadership skills and a volunteer letter/recognition certificate which can help build resumes for employment and higher education admission.
- Partner with trusted local organizations to host community meetings, workshops and events.
- Ensure that each project lead has a documented plan in place to inform community leaders of all project phases.

We thank the City of Fresno for its efforts in developing a Draft Displacement Avoidance Plan and a Draft Community Engagement Plan. We look forward to working with the City of Fresno to ensure the success of the Transform Fresno project informed by community residents living in the



TCC Project Area. If any questions should arise, do not hesitate to contact us at (559)369-2790 or gelenes@leadershipcounsel.org.

Sincerely,

Grecia Elenes

Senior Policy Advocate

Leadership Counsel for Justice and Accountability



August 5, 2019

Courtney Espinoza
2600 Fresno Street
Fresno, CA 93721

RE: Transform Fresno's Final Displacement Avoidance Plan and Final Community Engagement Plan

Dear Ms. Espinosa,

We appreciate this opportunity to comment on the Final Displacement Avoidance Plan (DAP) and the final Community Engagement Plan (CEP). Leadership Counsel for Justice and Accountability is a community-based organization working alongside low-income residents and disadvantaged neighborhoods in south Fresno. We have engaged in the Transform Fresno process to ensure authentic community participation and adherence to AB 2722 requirements and the 2017 Transformative Climate Communities (TCC) program guidelines. On June 23, 2019 we submitted a written letter providing comments in response to the Draft DAP and CEP, and recommendations to improve the policies and programs listed therein. In reviewing the Final DAP and CEP, several of our original concerns still remain with the DAP. As such, we are re-submitting our original letter along with additional comments below.

Final Displacement Avoidance Plan

It was our hope that the City of Fresno would have included suggestions that were made in the June 23, 2019 Comment Letter in response to the Draft Displacement Avoidance Plan, and also concerns elevated at the May 15th workshop. For instance, the Rent Control, Stabilization, Ordinances, and Rent Review Boards needs to have more proactive steps that could lead to an ordinance that will protect and benefit tenants. This policy should go past solely gathering data, holding informational workshops, and "discuss[ing] potential policies". During the May 15th workshop, residents voiced their concerns of rising rents, often in retaliation for calling the City's Code Enforcement. Frustrations heard during this workshop are similar to the experiences organizations like ours and partner organizations working with communities hear on a regular basis. Thus, in order to protect tenants we request a responsive draft Rent Control/Stabilization ordinance be developed through a comprehensive public process by January 2020. This draft ordinance shall then be put before the City Council for a vote no later than March 2020.



Similar to our concerns regarding Rent Control and Stabilization, the tasks defined under the 'Just Cause' Eviction are insufficient to have any meaningful impact on people's lives. Tenants are unjustly evicted often in response to Code Enforcement being called because of the unhealthy and unsafe conditions a rental unit is found. Just as the City is holding landlords accountable through the Rental Housing Inspection Act (RHIA), it must ensure tenants feel safe and protected when reporting unsafe conditions. Ensuring the success of RHIA and the ultimate goal of safe and affordable housing for all, will only function if there are tenants who feel protected to report these issues. As such, a similar comprehensive public process to those mentioned above should be put in place to develop a 'Just Cause' Eviction policy by January 2020, that shall then be put before the City Council to vote.

Additionally, the First Time Homeowner and Incentives program ignores the City's responsibility to seek and apply for state and federal funds to facilitate homeownership especially for low-income households. Program 8 in the City's Housing Element already requires the City to "continue to pursue funds". In previous comment letters in response to the Housing Element's Annual Action Plan and our initial letter to the draft DAP, we've recommended the City continue to apply for the CalHome Program, which it did until 2017. The CalHome Program is a state program meant to assist local jurisdictions to provide down payments for homebuyers. The City could also go further by creating a sustainable source of funding to assist households in their pursuit of homeownership. The City should evaluate what other jurisdictions have done in creating successful programs and develop similar programs here. Conducting such extensive research may take time, however, the City should aim to have accumulated this data by May 2020.

During the May 15th workshops an Inclusionary Zoning policy was voted as the third most valued policy or program to avoid displacement, however, this is not reflected in the final DAP. As recommended in our first letter, developing this policy would be similar to the development of the 'Just Cause' Eviction and Rent Control/Stabilization ordinances. The City of Fresno should work to go beyond the minimum threshold set by the TCC guidelines to protect the vulnerable populations in Southwest Fresno, Chinatown, and Downtown.

Lastly, the tasks identified to protect retail tenants will not meaningfully protect the low-income minority business owners in the area. These small mom and pop shops are the backbone to a community that typically remain in the community for generations. We encourage the City of Fresno to create a meaningful public process that reaches these small businesses and is responsive to their needs.



Final Community Engagement Plan

We appreciate the Final Community Engagement Plan developed for the City of Fresno. It includes outreach strategies that we had previously suggested and additional ideas to facilitate robust meaningful community engagement. As the Transform Fresno project enters into the implementation phase of the CEP, we provide the following comments to ensure implementation of the plan remains true to the intent set forth in TCC:

- *Participation:* The City of Fresno must hold each specific project accountable to their individual community outreach. While one of the outreach methods of participation states that projects hold charrettes and community workshops to obtain community input, this should be required of all projects. Also, all project leads should continue to give public updates at the Community Quarterly Meetings to answer directly any questions that community may have. Additionally, we strongly agree using a variety of groups to reach the diverse groups found in the TCC Project Area such as informal community groups, community based organizations, churches, Community Development Corporations, etc.
- *Information Sharing and Communication:* We agree with the CEP's findings that outreach strategies need to go beyond social media, use of websites, and emails. In order to engage hard to reach populations we cannot emphasize enough using other strategies such as door to door canvassing, mailers, partnering with community based organizations etc.

When Transform Fresno does use media communications including the website, the website should be user-friendly and the information displayed clearly for anyone of the public to be able to find the following:

- Dedicated links to each project that answers: the current status of construction; events of charrettes and community meetings, programs to be involved and volunteer, etc .
 - A link to the documentation of the Transform Process and its timeline.
- *Documentation:* Documentation should be actively ongoing to include community concerns as the process of TCC unfolds and the City and project leads' responses and solutions to the community's needs and concerns. This should include a Q & A section that is updated as important questions arise.



We thank the City of Fresno for its efforts in developing a Displacement Avoidance Plan and a Community Engagement Plan. We look forward to working with the City of Fresno to ensure the success of the Transform Fresno project informed by community residents living in the TCC Project Area. If any questions should arise, do not hesitate to contact us at (559)369-2790 or gelenes@leadershipcounsel.org.

Sincerely,

Grecia Elenes

Leadership Counsel for Justice and Accountability

Attachment G - SGC Guidance Questions

Transformative Climate Communities Program – Implementation Grant
Community Engagement Plan Questions (*adapted from the Round 1 application questions*)

Community Engagement Plan components

1. Community Engagement Plan Questions (Word)
2. Community Engagement Workbook (Excel)
 - Budget
 - Work Plan

Community Engagement Plan Questions

Instructions: Answer the questions below describing the Community Engagement Plan for the Project Area. The description should identify the activities that will be undertaken by the Grantee and Partners to engage residents of the Project Area during project implementation.

- 1) In 2-3 paragraphs, summarize the overall community engagement plan that will be undertaken as part of the TCC Project Implementation.
- 2) Provide a history of community engagement in the last five years in the Project area around issues related to climate impacts. Identify stakeholders, organizations, and community members that have been involved.
- 3) Provide a detailed description and timeline of how residents and key stakeholders were involved during the development and selection of Projects included in the Proposal.
 - a. Describe the Lead Entity's process to actively engage community stakeholders in proposal development meetings. Include a description of the overall community outreach strategy and selected activities.
 - b. Discuss how residents and stakeholders were engaged in the decision-making process used to finalize the Vision Statement and selection of Strategies and Projects. Explain how this process addressed the needs and concerns of residents and stakeholders in the Project Area.
 - c. Discuss potential barriers to community participation faced by the Project Area's residents and key stakeholders, and the steps that were taken to remove barriers and facilitate community participation in TCC Proposal Development.
 - d. Discuss how at least three (3) of the following activities were used to inform community stakeholders and solicit input: (check multiple boxes, plus narrative box)

<input type="checkbox"/> Public workshops/meetings	<input type="checkbox"/> Distributed flyers or other printed materials
<input type="checkbox"/> Door-to-door canvassing	<input type="checkbox"/> Outreach to existing community groups
<input type="checkbox"/> House meetings	<input type="checkbox"/> Surveys
<input type="checkbox"/> Established website and/or social media	<input type="checkbox"/> Focus group
 - e. Discuss how at least two (2) of the following activities were used to actively engage community stakeholders in proposal development: (check multiple boxes, plus narrative box)

<input type="checkbox"/> Design charrettes	<input type="checkbox"/> Participatory budgeting
<input type="checkbox"/> Community-based participatory research	<input type="checkbox"/> Convened advisory body or shared decision-making body

Transformative Climate Communities Program – Implementation Grant
Community Engagement Plan Questions *(adapted from the Round 1 application questions)*

- | | |
|--|---|
| <input type="checkbox"/> Established website and/or social media | <input type="checkbox"/> Additional activities to provide community stakeholders an opportunity to influence the TCC Proposal development |
| <input type="checkbox"/> Community benefits agreements | |
- f. Provide information on number of residents, key stakeholders, and small business owners that attended meetings; number of community meetings held; establishment of advisory body or steering committee; number of residents and key stakeholders involved in the Collaborative Stakeholder Structure; number of residents/key stakeholders; number of community-based organizations engaged in the process; number and description of community engagement strategies used to reduce barriers to participation; description of decision-making processes/bodies that include community representation; and number of residents, businesses, and non-profit/community leaders with a clear role in decision-making processes.
- 4) Provide a detailed description and timeline of how residents and key stakeholders will be involved during the implementation of the Projects and the broader TCC Plan.
- a. Describe the methods that will be used to actively engage residents and stakeholders during TCC Plan implementation. Include a description of the overall community outreach strategy, selected activities, and the role of the collaborative stakeholder structure and other key stakeholders and residents during implementation. Explain how this process will address the needs and concerns of residents and stakeholders in the Project Area.
- b. Explain the plans to engage hard to reach population in the Project Area.
- c. Explain how the engagement activities will be implemented across the Project Area and at the level of the individual project types. Explain at a high-level how the budget for community engagement was determined.
- d. Discuss how the proposed activities will ensure resident and stakeholder engagement during TCC Plan implementation. Explain how the community engagement plan will ensure residents and stakeholders can engage in the decision-making process.
- e. Discuss potential barriers to community participation faced by the Project Area's residents and key stakeholders, and the steps that will be taken to remove barriers and facilitate community participation in the TCC Plan implementation.
- f. Discuss how at least four (4) of the following activities will be used to actively engage community residents and stakeholders during the implementation of the TCC Plan:
- | | |
|--|---|
| <input type="checkbox"/> Public workshops/meetings | <input type="checkbox"/> Sub-contract with community-based organizations to conduct outreach |
| <input type="checkbox"/> Door-to-door canvassing | <input type="checkbox"/> Allocate staff positions focused on community engagement |
| <input type="checkbox"/> House meetings | <input type="checkbox"/> Advisory body or shared decision-making body |
| <input type="checkbox"/> Established website and/or social media | <input type="checkbox"/> Additional activities to provide community stakeholders an opportunity |
| <input type="checkbox"/> Conduct surveys | |
| <input type="checkbox"/> Conduct focus groups | |

Transformative Climate Communities Program – Implementation Grant
Community Engagement Plan Questions *(adapted from the Round 1 application questions)*

to influence the TCC Proposal
development

☐ Maintain community engagement
throughout the TCC Implementation
Plan

- 5) Describe the process used to develop the Collaborative Stakeholder Structure. Include a description of:
- a. How members were selected
 - b. Roles and responsibilities of members
 - c. Proposed governance structure
 - d. Proposed decision-making process
- 6) Describe how the general public will be informed of implementation progress, including updates on project performance and other indicators being tracked. Include a description of:
- a. How the general public will be informed of implementation progress
 - b. How public complaints will be collected and addressed