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April 4, 2017

Mr. Daniel T. Parra, Board Chair
Mr. Brian Angus, CEO
Fresno County Economic Opportunities Commission
1920 Mariposa Mall, Suite 300
Fresno, CA 93721

RE: Executive Summary

Dear Mr. Parra and Mr. Angus:

Wipfli LLP ("Wipfli") has compiled and summarized the results from Fresno Economic Opportunities Commission's ("EOC" or the "Agency") 2016-2017 strategic planning process, and we are pleased to present this final report to you for review and approval by the Board of Commissioners (the "Board").

As a community action agency, EOC's mission and efforts are community-based and community-driven. It follows that your strategic planning process for the past seven or more years has been abundantly vested in the communities you serve. The outcomes of your collaborative and inclusive approach are two-fold: 1) the results and goals are stronger, more visionary, and more compelling to the community; 2) the process has created hundreds, if not thousands, of re-engaged and aware community members looking to participate in the Agency's future.

In terms of results, the community assessment yielded a set of findings that helped to illuminate and confirm Fresno County's current situation for those in poverty. The outcomes of the Board planning retreat are six (6) compelling and community-driven long range goals to guide the direction of the Agency and its programs and talent for the next five or more years.

This report summarizes the results of the strategic planning process we collaborated on from August 2016 through February 2017. Thank you for inviting us to participate in the strategic work of EOC. We truly value our partnership and look forward to continuing to help you reach the vision of an entrepreneurial agency that bridges the gap to self-sufficiency by providing opportunities and resources, as you initiate and partner in shared community efforts to improve the quality of life.

Sincerely,

Wipfli LLP

Wipfli LLP
Strategic Plan Framework
2017-2022

Community Vision
Healthy communities with equal access to social justice, jobs, education and resources

Agency Vision
Empowered individuals who thrive as healthy, self-sufficient and contributing members of our communities

As an entrepreneurial agency, we bridge the gap to self-sufficiency by providing opportunities and resources, as we initiate and partner in shared community efforts to improve the quality of life.

Goal Themes
Voice
Careers
Health & Wellness
Education
Youth Empowerment Services (YES)
Emotional Stability

Long-Range Goals
Be a voice for safe and inclusive environments within our communities
Cultivate self-sufficiency through comprehensive career development pathways
Expand health and wellness access and strengthen outreach in urban and rural communities
Build a collaborative educational roadmap to attain positive outcomes through intergenerational adult/child relationships and interactions
Jointly organize and work with communities to develop and sustain gang prevention programs
Support our clients in their quest for emotional stability to navigate life in a manner that leads to a well-adjusted, sustainable life
2017 Recommendations for Next Steps and Measureable Objectives

The following recommendations represent the conclusion of Wipfli’s scope for the Report. These are intended to be consideration points for EOC’s Board of Commissioners and Leadership Team, and do not constitute a final or conclusive recommendation on moving from strategic planning to operational planning or initiatives.

1. Identify and address governance, administrative, and programmatic opportunities for safety and inclusivity under the “Voice” strategic goal.
   - The Board should outline and document expectations for itself and the Agency with regard to progressive and responsive actions to promote this goal, as well as boundaries for legal, policy and procedural steps the Agency can and cannot take.

2. Identify and address programmatic and administrative opportunities for providing enhanced or improved mental health services/referrals under the “Emotional Stability” strategic goal.
   - Convene internal and external mental health and community health experts to identify and select evidence-based, effective solutions that can be deployed within the Agency's current programs and services to improve client stability and self-sufficiency outcomes.
   - Continue and expand EOC’s current mental health support in conjunction with any new practices and solutions identified and implemented.

3. Incorporate all or as many job and career development programs, initiatives, and grants into a career development pathways task force charter under the “Careers” strategic goal.
   - Convene a cross-program, cross-partner agency task force group to develop the charter and establish “short-term, measurable goals” of 1-3 years for Fresno EOC.
   - Continue and expand EOC’s current Job Readiness work in conjunction with the task force’s goals.

4. Convene a task force to continue the strategic planning process initiated during the 2016 strategic needs assessment, and to advance the “Health & Wellness” strategic goal.
   - The Board expressed a need to focus on expanding and tailoring existing “Health & Wellness” and “Education” programs and activities, to rural clients and communities, incorporating more services at the clinic, and potentially pursuing more beneficial health reimbursement rates for Medicaid, etc.
   - Integrate the rural outreach task force with a) internal agency Health program growth initiatives, and b) partner initiatives and referral relationships that can help accelerate bringing key services to rural Fresno County clients and communities, as well as to those who cannot access the Clinic.
5. Research and begin constructing Fresno County's “educational roadmap” in collaboration with existing and new partners, under the “Education” strategic goal.

- Convene or expand a cross-program, cross-partner agency task force group to develop the charter and establish “short-term, measurable goals” of 1-3 years for Fresno EOC.

- Continue and expand EOC’s current Education work in conjunction with the task force’s goals.

6. Establish leadership roles and responsibilities, and coordinate with the rural outreach task force, to help expand and improve the organization of gang prevention programs under the “Youth Empowerment Services (YES)” strategic goal.

- According to both Commissioners and Staff, the expansion of gang prevention programs needs to be carefully organized with local community leaders, and brought into new communities one at a time, with careful attention to identifying and developing local, trusted leadership.

7. Strengthen internal data/reporting systems to support the integrated and strengths-based nature of the Agency’s case management approach to family and individual self-sufficiency.

- Support the agency-wide, strength-based case management movement with tools and systems that further link programs, services, and community partners.

- Provide program and administrative leaders with decision-support tools that continue to promote their collaboration and efficient service provision.

- Consider developing a Fresno EOC theory of change to demonstrate to employees and the community how key programs and services (including partners) are linked to move individuals and families to self-sufficiency in the communities you serve.

8. Continue shaping a culture of entrepreneurship, excellence, and service through:

- Focused talent acquisition
- Commitment to personal development
- Recognition and promotion of high performers
- Strong accountability processes, and
- Proactive succession planning for all key positions.
Strategic Plan Supporting Documents

Attached in the appendices for your reference are the following documents which support our recommendations for next steps and EOC’s Strategic Plan Framework:

A. Strategic Assessment Findings
B. 2016-2017 Surveys - Demographics and Results
C. 2016-2017 Secondary Sources - Works Cited
D. Strategic Planning Committee Tools
   • Community Survey
   • Client Survey
   • Stakeholder Questions and Stakeholder List
   • Focus Group Questions
   • Rural Listening Questions
Strategic Assessment Findings

Strategic Context

In pursuit of a community-based and community-driven Strategic Planning Process, Fresno Economic Opportunities Commission’s (“EOC” or the “Agency”) has invested a great deal of time, effort, staff hours, planning and thought into the 2016-17 Strategic Needs Assessment. The findings from this assessment are presented below. In order to make clear the source of “primary data” (research conducted by EOC, for EOC, in late 2016), and “secondary data” (research conducted and reported on for other purposes, at various times). The following is a summary of our research methods.

Primary Sources

The 2016 community needs research tools consisted of four survey formats, two interview questionnaires, and two focus group frameworks. All of the tools were reviewed and coordinated by Wipfli and EOC’s Strategic Planning Organizing Committee (SPOC). As a result of the implementation of these tools, EOC received the following results:

Surveys (1,456 respondents):
- 1,150 Clients
- 104 Community Members
- 43 Partner
- 159 Employees

Focus Groups & Listening Sessions (31 different groups):
- 20 rural listening sessions, with clients and community members and leaders
- 11 focus groups, with over well over 100 clients

Interviews (30 community leaders and agencies):
- 20 stakeholder interviews
- 10 interviews with collaborative partners

Secondary Sources

We also researched and evaluated secondary sources of data and demographics, so that qualitative and new quantitative findings could be substantiated and expounded upon as appropriate. We used 17 additional reports or studies, including internal community needs assessments and narratives for various programs. Please see Works Cited at the end of the report for source information.
Assessment Analysis Process

For each of the sources, primary and secondary, Wipfli assigned a first reviewer and second reviewer. The first reviewer’s responsibility was to read and evaluate the report, research, data or documents in detail; and summarize his or her findings into categories of “greatest need for services or solutions,” with examples.

The second reviewer’s responsibility was to read the first reviewer’s summary and then look back through the original research to a) find any inconsistencies or errors in evaluation/logic; b) confirm findings and identify new/better examples; and c) identify any further research needed to help understand the issues or needs.

Research notes were compiled, additional sources of data and research were collected, and Wipfli’s team met to discuss the areas and designations of need (presented below).

Needs Assessment

For each of the summary assessment areas, we have provided a synopsis of findings and a basic prioritization system, based on level and depth of community need, to help understand and evaluate each area.

A **High Strategic Need** indicates the assessed need for a strategic goal-level focus for EOC over the next five (5) years.

A **Significant Community Need** means the issue is pervasive and needs to be included in strategic solutions.

A designation of **Community Issue** represents an area of need that was not as commonly identified, yet poses substantial barriers that need to be considered while identifying strategic solutions.
HIGH STRATEGIC NEEDS

Employment Readiness

The 2016 community and employee research shows conclusively that a major cause and condition of poverty across Fresno County is unemployment and/or underemployment. The need to prepare young adults, underemployed adults, newly settled residents, and people transitioning to new skills and careers for rapidly changing work opportunities is a critical need cited by all sources and stakeholders of the Agency.

Recent studies show that the Fresno County unemployment rate is 9.5% (375,600 working-age individuals), compared to 5.0% in California and 4.5% nationally (California Employment Development Department, 2017). From the end of 2016 through now, total industry jobs in Fresno County decreased by 3,200 or 0.8%. However, conservative forecasts through 2022 predict over 60,000 new jobs from industry growth and nearly 90,000 job openings from replacement needs, for a combined availability of 150,000 job openings in Fresno County five years out.

Historically, the Central Valley has had higher unemployment figures due to the seasonal nature of its agricultural base, compounded further by the five-year drought. Agricultural field workers face consequences more severe than families in other sectors. Deep pockets of poverty exist in small agricultural communities of Fresno County, and some have pegged the unemployment rate in rural communities closer to 60%, based on factors such as school enrollment drops and evictions.

Securing a good paying job is the significant issue for the unemployed and underemployed across Fresno County. A “living wage” is enough to cover true monthly expenses like housing, quality child care, and transportation. The living wage for an individual in Fresno County is $10.84 per hour; for a family of 1 adult and 2 children it is $27.39 (Living Wage Calculator, 2017). For reference, the state minimum wage increased to $10.50 per hour on January 1, 2017; it will increase again to $11 per hour in January 2018; and then add $1 per hour each year after that until it reaches $15 per hour in 2022 (Fresno EOC HS/EHS Community Assessment, 2016).

In order to achieve the $27.39 hourly living wage, a single parent with two children needs to secure full-time employment paying $57,000 annually before taxes. For comparison the average office administrative job in Fresno County pays $37,000; a construction job pays $51,000 on average; and an experienced teacher is paid about $53,000 before taxes.

Working alongside its business and community partners – Fresno County EDC, Fresno Business Council, community colleges, and others – Fresno EOC is poised to continue leading the way on employment readiness and career preparedness for Fresno County’s youth and low-income clients seeking a path out of poverty through gainful employment.
Current Programs

- Employment and Training Division
- Local Conservation Corps
- School of Unlimited Learning

Employment Coordination Efforts

- Fresno Regional Workforce Investment Board
- Fresno EDC
- Fresno Business Council
- All Regional Post-Secondary Academic Institutions

Quality Education

The 2016 community research continues to show the lack of a consistent, quality education pipeline as a significant indicator and cause of generational poverty. From school readiness to high school graduation, and financial capabilities to parent education, the community as a whole considers education a top priority for positive movement away from the constraints of social origins. Critical quantitative insights include:

- Participation rates in Early Childhood Education have decreased statewide since 2007 with a significant drop in Fresno County, from 14.2% in 2007 to 8.3% in 2012. (California Department of Public Health, year unavailable)

- Only 1.5% of eligible Early Head Start children are funded and served in Fresno County. (Fresno EOC HS/EHS Community Assessment, 2016)

- Only 27% of eligible Head Start children are funded and served in Fresno County, and less than half of those children (49%) are being prepared for school by "comprehensive" early education sources. (Fresno EOC HS/EHS Community Assessment, 2016)

- Only 34% of children in Fresno County have obtained Kindergarten readiness by the time they enter school. (Fresno County Board of Education, 2014-2015 school year)

- As with nationwide trends, Fresno area public school reading achievement levels at 4th grade entrance have remained stagnant since 2009. Only 13% of Fresno students are reading at or above Proficiency level (42% at or above Basic level), compared to 36% nationwide. (National Assessment of Educational Progress, 2015)
APPENDIX A

- In Fresno, 1 in 4 third graders (approximately 1,300 students every year) are predicted not to graduate from high school (Fresno County Office of Education, 2013). Additionally, the number of high school graduates is projected to decrease by 1.1% from 2008 to 2020. (State Center Community College District Strategic Plan, 2012)

- A quarter (25.1%) of Fresno County residents do not have a high school diploma, compared to less than a fifth (18.5%) nationwide. (State Center Community College District Strategic Plan, 2012)

- While Fresno County’s population is growing (projected at +29% from 2010 to 2020) and overall area community college enrollment rates are increasing, participation rates are half that of the California state average. (State Center Community College District Strategic Plan, 2012)

Among qualitative comments from the community were instances of interest and concern about the natality rate and population growth in Fresno County, and outreach efforts to parents of children 0-3. Another major area of concern is the number of at-risk youth in danger of dropping out of school and programming available before-, during- and after-school. Many community members also noted that significant barriers exist for students seeking post-secondary education opportunities, including income eligibility measures, lack of financial support, and true cost of school expenses. Regardless of the levels of concern, individuals and families continue to seek solutions for building career skills and creating opportunities for themselves and their children through quality education starting at birth.

As the public education system reforms from within and without, the community continues to seek much more of the direct offerings and collaborative efforts the EOC can deliver in the way of early childhood care and school readiness, quality classroom education for high-risk children and youth, and career-building adolescent and adult educational opportunities.

**Current Programs**

- Sanctuary Youth Services
- Local Conservation Corps
- Early Head Start
- SOUL
- Employment and Training Division
- Head Start
- LCC
- Birth to 3rd Grade efforts

**Education Coordination Efforts**

- First 5
- State funding
- State Center Community College District
- Fresno Unified School District
- Children’s Services Network
- Others
Health and Wellness

According to 2016 research, the prevalence and nature of physical health issues for residents in Fresno County, compounded by poor air quality and poor access to healthy foods (see Food, Water & Air section below), are contributing causes and conditions of poverty. Research efforts clearly signified that health and wellness are among the top three concerns in the community. Health and wellness are categorized by the availability, affordability, and quality of the following services:

- Dental health care (e.g., screening and cleaning)
- Primal/Preventative health (e.g., prenatal care and immunizations)
- Emergency/Urgent health care (e.g., weekends and after-hour care)
- Pediatric health care (e.g., nutrition, behavioral health)
- Women’s health services (e.g., family planning, cancer screening)
- Men’s health services (e.g., cancer screening, nutrition)
- Family health counseling and therapy (e.g., child abuse, depression)

Fresno is home to some of the highest rates of chronic diseases in the state, including diabetes, obesity and heart disease (2016-17 Fresno EOC Community Action Plan). Health access and affordability issues extend to children, families, older parents, minority groups, and seniors. Some of the most alarming statistics include:

- In 2012, 38.9% of Fresno County residents were overweight, while 30% were obese, compared to 35% of California residents were overweight, and 24.8% were obese (California Department of Public Health, year unavailable).

- Adults with diabetes grew from under 40,000 in 2004, to over 60,000 in 2014 (California Department of Public Health, year unavailable).

- Adults and children are 5% more likely to have asthma than the state average (California Department of Public Health, year unavailable).

Though health and wellness top the list of unmet needs, opportunities exist as described in the County of Fresno’s Comprehensive Economic Development Plan, “Fresno County’s central location and population make it ideally suited to be a hub for advanced medical treatment in the San Joaquin Valley. In 2014, the health care sector included 53,200 jobs making up 14.7% of classified industry jobs. Fresno County has the opportunity to expand and enhance services to the region.” In addition, $64.6 million in public health funding went to Fresno County, exceeding the per capita state average (California Department of Public Health, year unavailable).
Current Programs

- Health Services Clinic and California Personal Responsibility Education Program
- Rural Tobacco Education Program
- Food Systems Development Manager
- Food Services
- WIC
- Head Start
- Food Distributions
- Summer Food Service Program

Health and Wellness Coordination Efforts

- Centro la Familia Advocacy Services
- Fresno Housing Authority
- USDA
- Municipalities
- Community Food Bank
- County Department of Health (FCHIP)
- Fresno County Library Read & Feed
- Fresno Unified School District
- WIC vendors
- UC San Francisco
- Hospitals and Clinics

Mental Health

The prevalence and seriousness of mental health issues, paired with the lack of coordinated mental health services, is a known contributing cause and condition of poverty, according to the 2016 research efforts. Drug, alcohol, and other addictions counseling; behavioral and social therapy; as well as treatment for various debilitating psychoses and neuroses are needed in the community in order to assist individuals and families in moving towards self-sufficiency. A majority of community survey respondents (53.42%) identified mental health as one of the top two unmet needs. Our research also found the following:

- The number of “poor mental health days” (a self-reported measure of community mental health) reported by Fresno County adults in the last 30 days has increased annually. In 2016, the number of days reported is 4.2 in Fresno County, while it is 3.6 in the state of California, and 2.8 nationally (California Department of Public Health, year unavailable).

- Fresno County has one of the highest rates (5.1%) of adults with serious mental illness (substantially impairs carrying out major life activities) in the state, and has only 12.3 psychiatrists per 100,000 people (California Health Care Foundation, 2013).

- California is ranked 48th in state prevalence of untreated adults with mental illness, with 62.3% of adults not receiving treatment, compared to 56.5% nationally (The State of Mental Health in America, 2017).
APPENDIX A

- California is ranked 43rd in state rates of identification of students as having an Emotional Disturbance for an Individualized Education Program, yet 1 in 13 suffers from a mental illness that limits participation in daily activities. This means many children and youth with emotional difficulties are going unidentified and unsupported/untreated (The State of Mental Health in America, 2017; California Health Care Foundation, 2013).

- Only 55.2% of children who need treatment or counseling received mental health services, compared to 62.7% statewide (Kidsdata.org, 2016).

- Staff surveys showed a clear gap in EOC’s delivery of mental health services (2.9 out of 5). Staff surveys indicate that more than a third (35.22%) believe mental health should be more of an Agency focus, and 38.99% believe it is a top issue not being addressed.

For both English speaking and Spanish speaking client households, drug and alcohol abuse is a Top 2 issue not being addressed in the community (2016 Fresno Client Survey). The rural listening sessions also identified substance abuse as a primary factor of concern as it relates to mental health, particularly for youth. Further, individuals seeking treatment experience significant barriers in receiving support from the already limited services available.

- Of the 2012-2013 substance abuse treatment admissions in Fresno County, 43% were youth under the age of 20 (Fresno County’s Alcohol and Other Drug Strategic Prevention Plan, 2015).

> “The major problem in the community is substance abuse. Alcohol, marijuana, and meth abuse is prevalent not only with youth but adults as well. There is no clinic support for substance abuse in this community so the people have to go to Fresno City, but there is no way to transport them.”

  - Rural listening session participants, Auberry Career Development Center

Current Programs

- Head Start/Early Head Start Mental Health Services
- LCC and SOUL Mental Health & Drug Counseling

Mental Health Coordination Efforts

- Community Conversation
- Fresno Pacific University
- CSU Fresno
- Private Consultants
STRONG COMMUNITY NEEDS

Anti-Violence and Safe Families

Occurrences of domestic violence and abuse, bullying, vagrancy, and racism are found as conditions contributing to poverty in Fresno County. Bullying (30.14%), Gangs (26.03%), Child and Elder Abuse (26.03%), Racism (26.03%), Domestic Violence (20.55%), and Community Safety (20.55%) are all identified in the Top 10 concerns of EOC's community survey. In client surveys, Gangs was the number one overall concern identified. In focus groups, the common theme was community safety and gang intervention.

Domestic violence remains a great concern in Fresno County. Almost all law enforcement jurisdictions continue to report that domestic violence is "always" an issue. (Fresno EOC HS/EHS Community Assessment, 2016)

The issue of children exposed to violence (CEV) remains a public health concern in Fresno County. The negative impacts of CEV on every aspect of children's growth and development were also noted in the Year One CA. A California study published in 2014 found that 61% of Fresno County adults had been exposed to at least one adverse childhood experience (ACE) and 17% of those reported having four or more traumatic childhood experiences.

Research has shown that early identification, intervention, and follow-up can help prevent or decrease the negative impacts of violence.

With violent crimes by firearm decreasing 22% from 2011-2014, despite cuts in law enforcement (California Department of Public Health, year unavailable), an emphasis to move "upstream" through education initiatives to target key conditions of poverty (domestic violence and abuse, bullying, racism, etc.) is taking hold and shows promise. EOC education symposiums, such as the Non-Violence & Civic Engagement Training for Local Conservation Corps and Southwest Fresno Police Department, speak to the collaborative nature of the "upstream" programming.

Current Programs

- Central Valley Against Human Trafficking (CVAHT)
- Fresno Street Saints

Anti-Violence & Safe Families Coordination Efforts

- Fresno Unified School District
- Building Broken Neighborhoods
- Fresno Police Department
- Human Trafficking Coalition Partners
- Every Neighborhood Partnership
- Fresno County Sheriff Department
Gang & Drug-related Crime

Crime committed by gangs and other juveniles, plus overall community safety, continue to be major concerns in the City of Fresno and across Fresno County. The number one issue for EOC clients in the 2016 Client Survey was Gangs, followed by Crime at number three (Spanish-speaking participants listed Gangs as first, Crime as second). Gang violence was also a top theme across all of the 2016 Focus Groups. Safety concerns were selected or discussed in all formats of the Strategic Assessment as a grim condition of poverty in the area.

In 2014, Fresno County’s overall violent crime rate decreased 7% and the property crime rate decreased 12%. In the City of Fresno, however, violent crime was up 18% and robberies increased 14%. Gangs as well as drugs and alcohol use continue to be connected to many of these crimes. The gang problem also continues to be worse in the City of Fresno, while most other law enforcement jurisdictions report there is gang activity in varying degrees in every city and area of the Fresno County (Fresno County, 2016). Use of methamphetamines continues to be “pervasive” across the Fresno County (Public Policy Institute of California, October 2015).

Current Programs

- Fresno Street Saints

Crime Coordination Efforts

- City Law Enforcement Agencies

Transportation

Access to transportation was among the Top 5 stated needs from EOC’s 2016 Focus Groups and Rural Listening Sessions. While Fresno County has a well-integrated network of partners and providers compared to other Central Valley communities (see chart below for trips per capita, Fresno County Public Transportation Gap Analysis, 2015), those living in poverty in rural areas are most likely to cite lack of transportation as a major barrier to education, employment, healthcare, and other social services.

**Summary of FY 2012/13 Public Transportation**

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<tr>
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<th>Annual One-Way Passenger Trips</th>
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<tr>
<td>Fresno Area Express</td>
<td>16,304,222</td>
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<tr>
<td>Fixed Route</td>
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<tr>
<td>Handy Ride</td>
<td>208,473</td>
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<tr>
<td>City of Clovis</td>
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<tr>
<td>Stageline</td>
<td>171,925</td>
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<tr>
<td>Round Up</td>
<td>62,919</td>
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<tr>
<td>Fresno County Rural Transit Agency (FCRTA)</td>
<td>96,777</td>
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<tr>
<td>Intercity and Inter-county services</td>
<td>973,834</td>
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<tr>
<td>Local community services</td>
<td>1,073,952</td>
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<tr>
<td>California Vanpool Authority (CalVans)</td>
<td>419,700</td>
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<tr>
<td>Fresno Economic Opportunities Commission (CTSA)</td>
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<tr>
<td>Total Annual Passenger Trips (FY 2012/13)</td>
<td>16,732,802</td>
</tr>
<tr>
<td>Total Population (ACS 2011)</td>
<td>920,450</td>
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<tr>
<td>Total Trips Per Capita</td>
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*See Volume 3, Coordinated Plan for more detailed breakdown.*
APPENDIX A

In all, 43% of rural, elderly and low income Fresno County residents do not have their transportation needs met (Mobility Planners, March 2015). Limited English proficiency, being unemployed, and being female are factors that increase the likelihood of being transportation disadvantaged. Women, and Spanish and Hmong speakers, in Fresno County, in particular, comprise a much higher percentage of those without adequate access to transportation.

Current Programs

- Transit

Transportation Coordination Efforts

- Veterans Affairs (Auto Grants)
- All Area Rural and City Transit Agencies

Affordable Housing

Access to safe, affordable, and stable housing for adults and children was identified as a key need in the 2016 Strategic Needs Assessment. In February 2014, the California Housing Partnership Corporation released a study finding that in Fresno, for every 100 "extremely low-income households" there are only 20 affordable units available. Fresno ranked 8 out of 381 large metropolitan areas nationwide in highest housing cost burden, according to Harvard University’s 2014 study “The State of the Nation’s Housing” (2016-17 Fresno EOC Community Action Plan).

Other research has shown that the housing picture in Fresno County is improving slowly with fewer foreclosures, an improvement in the unemployment rate, and an increase in population which have increased demand for new and existing homes. However, the lack of high-paying jobs, the low educational attainment of Fresno County residents, slow/no growth in wages, and the high rate of low household incomes continue to present barriers to home ownership and rental (2016-17 Fresno EOC Community Action Plan).

Homeless statistics remain elusive, though many see it as a clear concern. The most frequent reasons for family homelessness are lack of affordable housing, poverty and domestic violence:

“Fresno’s biggest challenges remain around the quality of neighborhoods, both the built environment and the quality of life; chronic homelessness, while we have come a long way, we need to keep up our work in order to not lose momentum.”

— Ashley Swearengin, Mayor of Fresno and CEO of Central Valley Regional Foundation

That said, an annual survey of homelessness in the Fresno-Madera area found a 34% decrease from 2014 to 2015 and a 60% drop over the past 5 years and homelessness in the City of Fresno dropped 40% from 2014 to 2015.
APPENDIX A

Other entities and organizations continue to work towards ending homelessness and providing affordable housing. The Fresno Housing Authority has built four key strategies, including one focusing on Partnership which states: “Collaborate to strengthen the Housing Authority’s ability to address the challenges facing Fresno communities.” Many believe collaboration (with this need and others) is the key to progress. Fresno EOC has a unique strength and opportunity to help in the areas of housing maintenance, as well as fair housing awareness.

Current Programs

- Sanctuary Youth Shelter
- Safe Place
- Emergency Housing
- Weatherization

- Sanctuary Safe Place and Sanctuary Outreach to the Streets (SOS)
- Transitional Living Centers
- Permanent Supportive Housing

Housing Coordination Efforts

- Fresno Housing Authority

- Other community-based organizations (CBOs) providing housing support through referrals
COMMUNITY ISSUES

Food, Water & Air

In the 2016 Strategic Needs Assessment, the community cited access to healthy, affordable food and/or health issues related to diet in four of the eight input categories (Community Survey, Employee Survey, Rural Listening Sessions, and Focus Groups). In 2011, food security and/or nutrition were also in the Top 10 concerns in EOC’s community survey.

To compound the persisting food security issues in the nation’s “fruit and vegetable basket,” the extreme drought has created dire health and safety conditions for low-income people across the County. In their February 2015 letter to the State Water Resources Control Board, the bipartisan Central Valley Congressional Delegation stated that nearly 2,000 wells had run dry in the State, the unemployment rate in rural communities was spiking over 30%, and the economic loss was nearing $2 billion.

It is well known that Fresno County's air quality is among the worst in the nation. Despite increasingly aggressive clean air standards in many parts of the state, Fresno air quality is still lagging far behind in terms of pollutants. Recent health-related cost projections due to air quality issues are $1.7 billion per year, or $1,124 per person. Among those affected hardest are children, and Fresno County has the highest rate of childhood asthma in the United States (San Joaquin Valley Air Pollution Control District, 2016).

Current Programs

- Community Services Food Distribution
- Food Services
- Head Start/Early Head Start
- WIC

Food/Water/Air Coordination Efforts

- Ag Cluster Network
- Fresno Food System Network
- Plate Fresno Network
- Market Match Initiative
- Drought Education & Emergency Preparedness (DEEP) Program
- Farm to Table Network
- Fresno Hunger Count Advisory Committee
- Fresno Health FCHIP
- Community Garden Grower Initiative
The need for deeper and better collaboration was cited across Fresno EOC's partners, collaborators, and key community stakeholders in the 2016 needs assessment research.

Collaboration and partnering amongst Fresno County institutions and leaders is yielding results for low-income residents in nearly every sector. If long-term asset and knowledge sharing is to continue, commitment levels, achievement of results, and sharing in the "credit" between key players like Fresno EOC needs to be further formalized.

One Stakeholder put it this way:

"Fresno needs to value the quality and depth of the strategic thinking around poverty that is going on in the City. We need to stay engaged and 'stay the innovation course'...We need to stand together and realize that we have some of the best minds doing the best, and most innovative, work on poverty in the nation."

- Alex Castellanos, Staff Analysis at Fresno County Department of Social Services

Collective Impact is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profits and citizens to achieve significant and lasting social change. Collective Impact efforts have resulted in deep, structural change in communities from Connecticut to South Africa.

The hotbed of Collective Impact work and success is located just north of the Central Valley, at Stanford in Palo Alto. It is both an accessible and relevant approach for Fresno’s ongoing causes and conditions of poverty.
TOP 8 UNMET COMMUNITY NEEDS

Unemployment
Child Abuse / Elder Abuse
Domestic Violence
Racism
Homelessness
Crime
Drugs / Alcohol

HOUSEHOLD INCOME

- under $15,000
- $15,001-$25,000
- $25,001-$35,000
- $35,001-$45,000
- $45,001-$55,000
- $55,001-$65,000
- $65,001-$75,000
- over $75,000

RACE/ETHNICITY

- American Indian or Alaskan Native
- Asian/Pacific Islander
- Black or African American
- Hispanic/Latino
- White/Caucasian

69%
TOP 8 UNMET COMMUNITY NEEDS

- Unemployment
- Racism
- Child Abuse / Elder Abuse
- Gangs
- Bullying / Cyber Bullying
- Drugs / Alcohol
- Mental Wellness
- Homelessness

HOUSEHOLD INCOME

- under $15,000: 7%
- $15,001-$25,000: 12%
- $25,001-$35,000: 10%
- $35,001-$45,000: 3%
- $45,001-$55,000: 6%
- $55,001-$65,000: 8%
- $65,001-$75,000: 44%
- over $75,000: 10%

RACE/ETHNICITY

- American Indian or Alaskan Native: 0%
- Asian/Pacific Islander: 5%
- Black or African American: 11%
- Hispanic/Latino: 34%
- White/Caucasian: 40%
- Multiple ethnicity/other: 10%
2016-2017 Staff Survey Demographics and Results

TOP 8 UNMET COMMUNITY NEEDS

- Racism
- Domestic Violence
- Drugs/Alcohol
- Obesity
- Unemployment
- Bullying / Cyber Bullying
- Homelessness
- Mental Wellness

RESPONDENTS

AREAS FRESNO EOC SHOULD FOCUS ON LESS

- Small Business
- Conservation
- Transportation
- Legal
- Sex Education

AREAS FRESNO EOC SHOULD FOCUS ON MORE

- Employment
- Mental Health
- Education
- Childcare
- Housing
2016-2017 Secondary Sources - Works Cited

- 2016-17 Fresno EOC Community Action Plan
- California Employment Development Department, 2017
- California Department of Public Health, year unavailable
- California Health Care Foundation, 2013
- Fresno Client Survey, 2016
- Fresno County Board of Education, 2014-2015 school year
- Fresno County Office of Education, 2013
- Fresno County Public Transportation Gap Analysis, 2015
- Fresno County, 2016
- Fresno County's Alcohol and Other Drug Strategic Prevention Plan, 2015
- Fresno EOC HS/EHS Community Assessment, 2016
- Kidsdata.org, 2016
- Living Wage Calculator, 2017
- Mobility Planners, March 2015
- National Assessment of Educational Progress, 2015
- Public Policy Institute of California, October 2015
- San Joaquin Valley Air Pollution Control District, 2016
- State Center Community College District Strategic Plan, 2012
- The State of Mental Health in America, 2017
Strategic Planning Committee Tools

- Community Survey
- Client Survey
- Stakeholder Questions and Stakeholder List
- Focus Group Questions
- Rural Listening Questions
* 1. Select your language. Seleccioné su idioma.

- English / Ingles
- Spanish / Español

* 2. What language is spoken in your home?

- English
- Spanish
- Other (please specify)

* 3. What is your zip code?

* 4. What is your age?

- under 18
- 18-23
- 24-44
- 45-54
- 55-69
- 70+
* 5. Which race/ethnicity best describes you? (Please choose only one)
   - American Indian or Alaskan Native
   - Black or African American
   - White / Caucasian
   - Asian / Pacific Islander
   - Hispanic / Latino
   - Multiple ethnicity / Other (please specify)

6. What is your gender?
   - Male
   - Female
   - Decline to state
   - Other (please specify)

* 7. How many people currently live in your household?
   - 1
   - 2
   - 3
   - 4
   - 5
   - 6
   - 7
   - 8 or more

* 8. What is your approximate average household income?
   - under $15,000
   - $15,001-$25,000
   - $25,001-$35,000
   - $35,001-$45,000
   - $45,001-$55,000
   - $55,001-$65,000
   - $65,001-$75,000
   - over $75,000

* 9. What is the highest level of education you have completed?

Fresno Economic Opportunities Commission

Strategic Planning - Community Survey / Planeación Estratégica - Encuesta a la Comunidad

Fresno EOC Services
* 10. Rate your familiarity with the following Fresno EOC programs.

<table>
<thead>
<tr>
<th>Program</th>
<th>I have not heard of this program</th>
<th>I am aware of this program</th>
<th>I have used this program</th>
<th>A family member has used this program</th>
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</thead>
<tbody>
<tr>
<td>Adolescent Family Life Program (APFLP)</td>
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<tr>
<td>California Personal Responsibility Education Program (CAPREP)</td>
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<td>Central Valley Against Human Trafficking (CVAHT)</td>
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<td>Community Health Center</td>
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<td>Early Head Start</td>
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<td>Food Distributions</td>
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<td>Food Services</td>
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<td>Food Systems Initiative</td>
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<tr>
<td>Foster Grandparent Program</td>
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<td>Fresno Community Development Financial Institution</td>
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<td>Head Start</td>
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<td>Immigration Services</td>
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<tr>
<td>Local Conservation Corps (LCC)</td>
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<td>Low-Income Home Energy Assistance Program (LIHEAP)</td>
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<tr>
<td>Permanent Housing</td>
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<td>Proving Our Parenting Skills (POPS)</td>
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<tr>
<td>Rural Tobacco Education Program</td>
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<td>Safe Place</td>
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<td>Sanctuary Outreach to the Streets (SOS)</td>
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<td>Sanctuary Youth Shelter</td>
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<td>School Age Child Care</td>
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<td>School of Unlimited Learning (SOUL)</td>
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<td>Self Help Credit Union</td>
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<td>Street Saints</td>
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<td>Teen Connection</td>
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<td>Transit Systems</td>
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<tr>
<td>Program</td>
<td>I have not heard of this program</td>
<td>I am aware of this program</td>
<td>I have used this program</td>
<td>A family member has used this program</td>
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<td>Transitional Living Centers (TLC)</td>
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<tr>
<td>Weatherization</td>
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<tr>
<td>Women, Infants and Children (WIC)</td>
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<tr>
<td>YouthBuild Charter School of Central California</td>
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</tbody>
</table>

* 11. What is your opinion of Fresno EOC?
- [ ] Very poor opinion
- [ ] Poor opinion
- [ ] Neutral
- [ ] Good opinion
- [ ] Very good opinion

* 12. Our vision for those we serve is "Empowered individuals who thrive as healthy, self-sufficient and contributing members of our communities." How well are we fulfilling our vision?

- [ ] Very poorly
- [ ] Poorly
- [ ] Okay
- [ ] Good
- [ ] Very good
**APPENDIX D**

* 13. How do you rate Fresno EOC in the following areas?

<table>
<thead>
<tr>
<th></th>
<th>Needs Improvement</th>
<th>Doing Well</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>○</td>
<td>○</td>
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<tr>
<td>Childcare</td>
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<tr>
<td>Employment</td>
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<tr>
<td>Health (medical/dental)</td>
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<tr>
<td>Mental Health</td>
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<tr>
<td>Sex Education</td>
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<tr>
<td>Safety</td>
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<tr>
<td>Utilities/Energy</td>
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<td>Transportation</td>
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<td>Food/Nutrition</td>
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<td>Legal</td>
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<tr>
<td>Money Management</td>
<td>○</td>
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<td>Language Barriers (ESL)</td>
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<tr>
<td>Aging Population</td>
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<tr>
<td>Immigration Assistance</td>
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<tr>
<td>Victim Advocacy</td>
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<tr>
<td>Case Management</td>
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<tr>
<td>Gang Intervention</td>
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<tr>
<td>Substance Abuse Intervention</td>
<td>○</td>
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<tr>
<td>Parenting Support</td>
<td>○</td>
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</tbody>
</table>

Please comment on ways we can improve or how we are doing well.

[Blank space for comments]
* 14. What do you feel are the top 5 issues not being addressed in our community?

- [ ] Gangs
- [ ] Drugs / Alcohol
- [ ] Crime
- [ ] Domestic Violence
- [ ] Child Abuse / Elder Abuse
- [ ] Police Violence
- [ ] Community Safety
- [ ] Racism
- [ ] Bullying / Cyber Bullying
- [ ] Other / Comments

- [ ] Immigration
- [ ] Foster Care
- [ ] Veterans
- [ ] Homelessness
- [ ] Human Trafficking
- [ ] Lack of Water / Quality of Water
- [ ] Access to Quality Child Care
- [ ] Access to Quality Education
- [ ] Quality Medical / Dental Care
- [ ] Mental Wellness
- [ ] Unemployment
- [ ] Obesity
- [ ] Transportation
- [ ] Food
- [ ] Weapons
- [ ] Air Quality
- [ ] Animal Welfare / Animal Control

15. (OPTIONAL) If you would like more information about Fresno EOC, please fill in the information below.

First Name

Last Name

Email Address

Fresno Economic Opportunities Commission

Strategic Planning - Community Survey / Planeación Estratégica - Encuesta a la Comunidad

Demográfico
16. ¿Qué idioma se habla en su casa?

- Ingles
- Español

Otro (Por favor especificar)

* 17. ¿Cuál es su zona postal?


* 18. ¿Cuál es su edad?

- menor de 18
- 18-23
- 24-44
- 45-54
- 55-69
- 70+

* 19. ¿Cuál raza/origen étnico lo describe mejor a usted? (Por favor escoja solamente uno)

- Nativo Americano o Nativo de Alaska
- Raza Negra o AfroAmericano
- Blanco / Caucásico
- Asiático / Pacífico Isléfio
- Hispano / Latino
- Multiples razas/origen étnicos / Otro (Favor de especificar)

20. ¿Cuál es su género?

- Masculino
- Femenino
- Otro (por favor especificar)

* 21. ¿Cuántas personas actualmente viven en su hogar?

- 1
- 2
- 3
- 4
- 5
- 7
- 8 o más
* 22. ¿Aproximadamente cual es el ingreso anual de su hogar?

- menos de $15,000
- $15,001-$25,000
- $25,001-$35,000
- $35,001-$45,000
- $45,001-$55,000
- $55,001-$65,000
- $65,001-$75,000
- más de $75,000

* 23. ¿Cuál es el nivel más alto de educación que completó?

Fresno Economic Opportunities Commission

Strategic Planning - Community Survey / Planeación Estratégica - Encuesta a la Comunidad

Servicios de Fresno EOC

* 24. Califique su familiaridad con los siguientes programas de Fresno EOC.

<table>
<thead>
<tr>
<th>Programa de Vida Familiar para Adolecentes (AFLP)</th>
<th>No he escuchado acerca de este Programa</th>
<th>Estoy enterado de este programa</th>
<th>He usado este programa</th>
<th>Un miembro de mi familia ha usado este programa</th>
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</thead>
<tbody>
<tr>
<td>Programa de Educación acerca de la Responsabilidad Personal de California (CAPREP)</td>
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<tr>
<td>El Valle Central Contra el Tráfico de Personas (CVAHT)</td>
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<tr>
<td>Clínica de Servicios para la Salud</td>
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<tr>
<td>Early Head Start / Un Comienzo Temprano</td>
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<tr>
<td>Distribuciones de Comida</td>
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<tr>
<td>Servicios de Comida</td>
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<tr>
<td>Iniciativa de Sistema Alimentarios</td>
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<tr>
<td>Programa de Fomentar de Abuelos / Foster Grandparent Program</td>
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<tr>
<td>Instituto Financiero del Desarrollo de la Comunidad de Fresno (CDFI)</td>
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<tr>
<td>Servicio o Programa</td>
<td>No he escuchado</td>
<td>Estoy enterado de</td>
<td>He usado este</td>
<td>Un miembro de mi familia ha usado este program</td>
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<td>Head Start</td>
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<td>Servicios de Inmigración</td>
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<td>Cuerpo de Conservación Local (LCC)</td>
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<tr>
<td>Programa de Asistencia de Energía para hogares de bajo ingresos (LIHEAP)</td>
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<tr>
<td>Apoyo de Vivienda Permanente</td>
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<td>Demostrando Nuestras Habilidades como Padres (POPS)</td>
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<td>Programa de Educación del Tabaco Rural</td>
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<td>Lugar Seguro</td>
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<td>Alcance de Refugio en las Calles (SOS)</td>
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<td>Santuario de Refugio de Jóvenes</td>
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<td>Cuidado de Niños de Edad Escolar</td>
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<td>School of Unlimited Learning (SOUL)</td>
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<td>Self Help Credit Union</td>
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<td>Street Saints</td>
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<td>Sistema de Transito</td>
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<td>Centro de Transición de Vivienda (TLC)</td>
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<td>Climatización</td>
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<td>Mujeres, Infantes, y Niños (WIC)</td>
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<td>Escuela YouthBuild de California</td>
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</table>

* 25. ¿Cuál es su opinión de Fresno EOC?
   - [ ] Muy mala opinión
   - [ ] Una mala opinión
   - [ ] Neutral
   - [ ] Una buena opinión
   - [ ] Una muy buena opinión

* 26. Nuestra visión para aquellos que servimos es “Individuos empoderados que prosperan como miembros saludables, autosuficientes y contribuyentes de nuestras comunidades.” ¿Qué tan bien estamos realizando nuestra visión?

- [ ] Muy mal
- [ ] Mal
- [ ] Más o menos
- [ ] Bien
- [ ] Muy bien
* 27. ¿Cómo considera usted a Fresno EOC en las siguientes áreas?

<table>
<thead>
<tr>
<th>Área</th>
<th>Necesita mejorar</th>
<th>Va Bien</th>
<th>No Aplica</th>
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<tbody>
<tr>
<td>Vivienda</td>
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<tr>
<td>Cuidado de Niños</td>
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<td>Empleo</td>
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<tr>
<td>Salud (medica/dental)</td>
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<tr>
<td>Salud Mental</td>
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<tr>
<td>Educación Sexual</td>
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<td>Seguridad</td>
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<tr>
<td>Servicios Públicos/Energía</td>
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<td>Educación</td>
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<td>Comida/Nutrición</td>
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<td>Población de la Edad Avanzada</td>
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<td>Asistencia de inmigración</td>
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<td>Abogar por Víctimas</td>
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<td>Asistencia Social Individual</td>
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<tr>
<td>Intervención de Pandillas</td>
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<tr>
<td>Intervención de Abuso de Substancias</td>
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</tr>
<tr>
<td>Apoyo de Padres</td>
<td></td>
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</tbody>
</table>

Por favor coméntenos que estamos haciendo bien y en que maneras podemos mejorar.
* 28. Usted que siente que son los 5 temas más altos en nuestra comunidad que no están siendo tratados?

- Pandillas
- Drogas/Alcohol
- Crimen
- Violencia Domestica
- Abuso de Niños/Abuso de personas de la edad avanzada
- Violencia Policiaca
- Seguridad Comunitaria
- Racismo
- Intimidación/ Intimidación cibernético
- Otro / Comentarios

<table>
<thead>
<tr>
<th>Opción</th>
<th>Descripción</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Pandillas</td>
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<tr>
<td></td>
<td>Drogas/Alcohol</td>
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<tr>
<td></td>
<td>Crimen</td>
</tr>
<tr>
<td></td>
<td>Violencia Domestica</td>
</tr>
<tr>
<td></td>
<td>Abuso de Niños/Abuso de personas de la edad avanzada</td>
</tr>
<tr>
<td></td>
<td>Violencia Policiaca</td>
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<tr>
<td></td>
<td>Seguridad Comunitaria</td>
</tr>
<tr>
<td></td>
<td>Racismo</td>
</tr>
<tr>
<td></td>
<td>Intimidación/ Intimidación cibernético</td>
</tr>
<tr>
<td></td>
<td>Otro / Comentarios</td>
</tr>
</tbody>
</table>

- Inmigración
- Sistema de Hogares de acogida para niños
- Veteranos
- Vagancia/Indigencia
- Trata de personas
- Falta de Agua / Calidad de Agua
- Acceso a cuidado infantil de Calidad
- Acceso a una Educación de Calidad
- Calidad Medica / Cuidado Dental
- Salud Mental
- Desempleo
- Obesidad
- Transporte
- Comida
- Armas
- Calidad Del Aire
- Bienestar de los Animales / Control de Animales

29. (OPCIONAL) Si quisiera más información acerca de Fresno EOC, favor de completar la información a continuación.

<table>
<thead>
<tr>
<th>Campo</th>
<th>Valor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nombre</td>
<td></td>
</tr>
<tr>
<td>Apellido</td>
<td></td>
</tr>
<tr>
<td>Correo Electrónico</td>
<td></td>
</tr>
</tbody>
</table>
1. Select your language. Seleccioné su idioma.

- English / Ingles
- Spanish / Español

2. What language is spoken in your home?

- English
- Spanish
- Other (please specify)

3. What is your zip code?

4. What is your age?

- under 18
- 18-23
- 24-44
- 45-54
- 55-69
- 70+
5. Which race/ethnicity best describes you? (Please choose only one)

- American Indian or Alaskan Native
- Black or African American
- White / Caucasian
- Asian / Pacific Islander
- Hispanic / Latino
- Multiple ethnicity / Other (please specify)

6. What is your gender?

- Male
- Female
- Decline to state
- Other (please specify)

7. How many people currently live in your household?

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8 or more

8. What is your approximate average household income?

- under $15,000
- $15,001-$25,000
- $25,001-$35,000
- $35,001-$45,000
- $45,001-$55,000
- $55,001-$65,000
- $65,001-$75,000
- over $75,000

9. What is the highest level of education you have completed?

- [Dropdown for education levels]
10. Rate your familiarity with the following Fresno EOC programs.

<table>
<thead>
<tr>
<th>Program</th>
<th>I have not heard of this program</th>
<th>I am aware of this program</th>
<th>I have used this program</th>
<th>A family member has used this program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adolescent Family Life Program (AFLP)</td>
<td></td>
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<tr>
<td>California Personal Responsibility Education Program (CAPREP)</td>
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<tr>
<td>Central Valley Against Human Trafficking (CVAHT)</td>
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<tr>
<td>Community Health Center</td>
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<tr>
<td>Early Head Start</td>
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<tr>
<td>Food Distributions</td>
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<tr>
<td>Food Services</td>
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<tr>
<td>Food Systems Initiative</td>
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<tr>
<td>Foster Grandparent Program</td>
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<tr>
<td>Fresno Community Development Financial Institution</td>
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<tr>
<td>Head Start</td>
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<tr>
<td>Immigration Services</td>
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<tr>
<td>Local Conservation Corps (LCC)</td>
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<tr>
<td>Low-Income Home Energy Assistance Program (LIHEAP)</td>
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<tr>
<td>Permanent Housing</td>
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<tr>
<td>Proving Our Parenting Skills (POPS)</td>
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<tr>
<td>Rural Tobacco Education Program</td>
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<tr>
<td>Safe Place</td>
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<tr>
<td>Sanctuary Outreach to the Streets (SOS)</td>
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<tr>
<td>Sanctuary Youth Shelter</td>
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<tr>
<td>School Age Child Care</td>
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<tr>
<td>School of Unlimited Learning (SOUL)</td>
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<tr>
<td>Self Help Credit Union</td>
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<tr>
<td>Street Saints</td>
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<tr>
<td>Teen Connection</td>
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<td>Transit Systems</td>
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<td></td>
<td>I have not heard of this program</td>
<td>I am aware of this program</td>
<td>I have used this program</td>
<td>A family member has used this program</td>
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<td>------------------------------------------------------</td>
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<td>Transitional Living Centers (TLC)</td>
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<tr>
<td>Weatherization</td>
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<tr>
<td>Women, Infants and Children (WIC)</td>
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<tr>
<td>YouthBuild Charter School of Central California</td>
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</tr>
</tbody>
</table>

11. What is your opinion of Fresno EOC?

- Very poor opinion
- Poor opinion
- Neutral
- Good opinion
- Very good opinion

12. Our vision for those we serve is "Empowered individuals who thrive as healthy, self-sufficient and contributing members of our communities." How well are we fulfilling our vision?

- Very poorly
- Poorly
- Okay
- Good
- Very good
13. How do you rate Fresno EOC in the following areas?

<table>
<thead>
<tr>
<th>Area</th>
<th>Needs Improvement</th>
<th>Doing Well</th>
<th>N/A</th>
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<td>Childcare</td>
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<tr>
<td>Employment</td>
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<tr>
<td>Health (medical/dental)</td>
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<tr>
<td>Mental Health</td>
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<tr>
<td>Sex Education</td>
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<tr>
<td>Safety</td>
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<td>Utilities/Energy</td>
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<tr>
<td>Transportation</td>
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<td>Education</td>
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<tr>
<td>Food/Nutrition</td>
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<tr>
<td>Conservation</td>
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<tr>
<td>Small Business</td>
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<td>Money Management</td>
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<tr>
<td>Language Barriers (ESL)</td>
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<tr>
<td>Aging Population</td>
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<td>Immigration Assistance</td>
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<td>Victim Advocacy</td>
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<td>Case Management</td>
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<td>Gang Intervention</td>
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<td>Substance Abuse Intervention</td>
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<tr>
<td>Parenting Support</td>
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</tbody>
</table>

Please comment on ways we can improve or how we are doing well.
14. What do you feel are the top 5 issues not being addressed in our community?

- [ ] Gangs
- [ ] Drugs / Alcohol
- [ ] Crime
- [ ] Domestic Violence
- [ ] Child Abuse / Elder Abuse
- [ ] Police Violence
- [ ] Community Safety
- [ ] Racism
- [ ] Bullying / Cyber Bullying
- [ ] Other / Comments

15. (OPTIONAL) If you would like more information about Fresno EOC, please fill in the information below.

First Name

Last Name

Email Address

Fresno Economic Opportunities Commission

Strategic Planning - Client Survey / Planeación Estratégica - Encuesta a clientes

Demográfico

16. ¿Que idioma se habla en su casa?

- [ ] Inglés
- [ ] Español

Otro (Por favor especificar)
17. ¿Cuál es su zona postal?

18. ¿Cuál es su edad?
○ menor de 18  ○ 24-44  ○ 55-69
○ 18-23  ○ 45-54  ○ 70+

19. ¿Cuál raza/origen étnico lo describe mejor a usted? (Por favor escoja solamente uno)
○ Nativo Americano o Nativo de Alaska  ○ Raza Negra o AfroAmericano  ○ Blanco / Caucásico
○ Asiático / Pacifico Isleño  ○ Hispano / Latino
○ Multiple razas/origen étnicos / Otro (Favor de especificar)

20. ¿Cuál es su género?
○ Masculino
○ Femenino
○ Otro (por favor especificar)

21. ¿Cuántas personas actualmente viven en su hogar?
○ 1  ○ 4  ○ 8 o más
○ 2  ○ 5
○ 3  ○ 7

22. ¿Aproximadamente cual es el ingreso anual de su hogar?
○ menos de $15,000  ○ $35,001-$45,000  ○ $65,001-$75,000
○ $15,001-$25,000  ○ $45,001-$55,000  ○ más de $75,000
○ $25,001-$35,000  ○ $55,001-$65,000

23. ¿Cuál es el nivel más alto de educación que completó?

D
24. Califique su familiaridad con los siguientes programas de Fresno EOC.

<table>
<thead>
<tr>
<th>Programa</th>
<th>No he escuchado</th>
<th>Estoy enterado de este programa</th>
<th>He usado este programa</th>
<th>Un miembro de mi familia ha usado este programa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programa de Vida Familiar para Adolescentes (AFLP)</td>
<td>□</td>
<td>□</td>
<td>□</td>
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<tr>
<td>Programa de Educación acerca de la Responsabilidad Personal de California (CAPREP)</td>
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<tr>
<td>El Valle Central Contra el Tráfico de Personas (CVAHT)</td>
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<td>Early Head Start / Un Comienzo Temprano</td>
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<tr>
<td>Programa de Fomentar de Abuelos / Foster Grandparent Program</td>
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<td>Instituto Financiero del Desarrollo de la Comunidad de Fresno (CDFI)</td>
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<tr>
<td>Head Start</td>
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<tr>
<td>Servicios de Inmigración</td>
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<tr>
<td>Cuerpo de Conservación Local (LCC)</td>
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<tr>
<td>Programa de Asistencia de Energía para hogares de bajo ingresos (LIHEAP)</td>
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<tr>
<td>Apoyo de Vivienda Permanente</td>
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<td>Demostrando Nuestras Habilidades como Padres (POPS)</td>
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### APPENDIX D

<table>
<thead>
<tr>
<th>Programa de Educación del Tabaco Rural</th>
<th>No he escuchado</th>
<th>Estoy enterado de este programa</th>
<th>He usado este programa</th>
<th>Un miembro de mi familia ha usado este programa</th>
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<tbody>
<tr>
<td>Lugar Seguro</td>
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<td>Cuidado de Niños de Edad Escolar</td>
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<tr>
<td>School of Unlimited Learning (SOUL)</td>
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<tr>
<td>Self Help Credit Union</td>
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<tr>
<td>Street Saints</td>
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<td>Sistema de Transito</td>
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<td>Centro de Transición de Vivienda (TLC)</td>
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<td>Mujeres, Infantes, y Niños (WIC)</td>
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<tr>
<td>Escuela YouthBuild de California</td>
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</table>

25. ¿Cuál es su opinión de Fresno EOC?

- ☐ Muy mala opinión
- ☐ Una mala opinión
- ☐ Neutral
- ☐ Una buena opinión
- ☐ Una muy buena opinión

26. Nuestra visión para aquellos que servimos es “Individuos empoderados que prosperan como miembros saludables, autosuficientes y contribuyentes de nuestras comunidades.” ¿Qué tan bien estamos realizando nuestra visión?

<table>
<thead>
<tr>
<th>Muy mal</th>
<th>Mal</th>
<th>Más o menos</th>
<th>Bien</th>
<th>Muy bien</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

27. ¿Cómo considera usted a Fresno EOC en las siguientes áreas?

<table>
<thead>
<tr>
<th>Necesita mejorar</th>
<th>Va Bien</th>
<th>No Aplica</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vivienda</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Cuidado de Niños</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Empleo</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Salud (medica/dental)</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Salud Mental</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Servicio</td>
<td>Necesita mejorar</td>
<td>Va Bien</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Educación Sexual</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Seguridad</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Servicios Públicos/Energía</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Transporte</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Educación</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Comida/Nutrición</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Conservación</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Pequeños Negocios</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Legal</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Administración de Dinero</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Barreras de Idioma (ESL)</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Población de la Edad Avanzada</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Asistencia de Inmigración</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Abogar por Víctimas</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Asistencia Social Individual</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Intervención de Pandillas</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Intervención de Abuso de Substancias</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Apoyo de Padres</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Por favor coméntenos que estamos haciendo bien y en qué maneras podemos mejorar.
28. Usted que siente que son los 5 temas más altos en nuestra comunidad que no están siendo tratados?

- Pandillas
- Drogas/Alcohol
- Crimen
- Violencia Domestica
- Abuso de Niños/Abuso de personas de la edad avanzada
- Violencia Policiaca
- Seguridad Comunitaria
- Racismo
- Intimidación/ Intimidación cibernético
- Otro / Comentarios

- Inmigración
- Sistema de Hogares de acogida para niños
- Veteranos
- Vagancia/indigencia
- Trata de personas
- Falta de Agua / Calidad de Agua
- Acceso a cuidado infantil de Calidad
- Acceso a una Educacion de Calidad
- Calidad Medica /Cuidado Dental

- Salud Mental
- Desempleo
- Obesidad
- Transporte
- Comida
- Armas
- Calidad Del Aire
- Bienestar de los Animales / Control de Animales

29. (OPCIONAL) Si quisiera más información acerca de Fresno EOC, favor de completar la información a continuación.

Nombre

Apellido

Correo Electrónico
Thank the interviewee for their time

Why we are here:

We are starting our next five-year Strategic Planning process. I am a part of the stakeholder committee that is responsible for meeting with community stakeholders, such as yourself to gather information and perspectives of our agency; as it is now and what it might be in the future.

The information we gather, will be collected and reviewed, and ultimately will help us in deciding what our strategic goals will be for the next 5 years.

About Fresno Economic Opportunities Commission (Fresno EOC):

For over 50 years, Fresno EOC a private, nonprofit organization that provides opportunities and resources to low-income residents all over Fresno County, including our rural areas. We have over 30 comprehensive community-based programs that empower individuals to thrive as healthy, self-sufficient and contributing members of our communities. Some of our programs include Head Start and Early Head Start, SOUL Charter School, Local Conservation Corps, WIC, Sanctuary Youth Shelter, and so many more.

Our Vision for our Agency

As an entrepreneurial agency, we bridge the gap to self-sufficiency by providing opportunities and resources, as we initiate and partner in shared community efforts to improve the quality of life.

Our Vision for Those We Serve

Empowered individuals who thrive as healthy, self-sufficient and contributing members of our communities.

Our Vision for our Community

Healthy communities with equal access to social justice, jobs, education and resources.
Stakeholder (Name, Agency, Contact number)

Questions:

1. How familiar are you with Fresno EOC programs?

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

2. Describe some community needs that are not being addressed?

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

3. What do you see as Fresno County’s biggest challenges in regards to fighting poverty?

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
4. Do you have any innovative ideas on how to accomplish these challenges?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

5. What are the ways you see Fresno EOC achieving the community vision?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

6. What areas of fighting poverty should we focus on during the next 5 years?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
APPENDIX D

Fresno EOC Stakeholders Interviewed

1. Andy Souza
2. Anna Brooks
3. Ashley Swearengin
4. Blake Konczal
5. Clint Olivier
6. Cruz Avila
7. David Preciado
8. Dawan Utecht
9. Emilia Reyes
10. Esther Cuevas
11. Geri Yang
12. Jerry Dyer
13. Jim Patterson
14. Leroy Candler
15. Miguel Arias
16. Nathan Magsig
17. Paul Caprioglio
18. Ron Gardner
19. Tim Rios
Focus Group Meeting (Date)
Location/Number of participants

1. How is today’s economy affecting you and your community?

2. What community services have you or your family used?

3. What do you feel are the immediate unmet needs of your community?

4. What is keeping you from getting the help you need?

5. What services do you know about that are not helpful to you? How can it be improved?

6. Is there anything we haven’t covered that you’d like to bring to our attention?
1. Have you heard of Fresno EOC? If yes, what do you know about Fresno EOC?

2. What community needs do you feel are not being addressed?
   - Food  - Housing  - Health Services  - Transportation  - Jobs  - Substance Abuse  - Physical Activity  - Other

3. What other services do you need?
   - Food  - Housing  - Health Services  - Transportation  - Jobs  - Substance Abuse  - Physical Activity  - Other

4. Name one program that you feel is successful in your community?

5. What services are you currently using?

6. What do you feel is the greatest need for your community?

Additional Comments: