

## Summary: SC2-Fresno Community Solution Team Year 2 Work Plan

<b>1 Downtown Revitalization</b>	Development and implementation of the City's Downtown Neighborhoods Community Plan, Fulton Corridor Specific Plan, and development of Mariposa Plaza. Pursue additional opportunities for Downtown revitalization, including development of a public market concept and engagement of anchor institutions. Continue to facilitate environmental review coordination among various state and federal agencies for the Fulton Corridor Specific Plan.
<b>2 Business Development</b>	Expansion of value-added food/ag businesses through technical assistance, small business development, and export support. Assist local firms in capacity building and positioning themselves to access high speed rail contract work.
<b>3 Economic Development &amp; Innovation</b>	Innovation in ag/food sector by bringing advanced in-the-field high capacity broadband infrastructure to agricultural areas in and around Fresno. Provide technical assistance to implement the City's EDA-funded feasibility study for food processing cluster.
<b>4 High Speed Rail</b>	Technical assistance and cross-agency coordination to develop a high speed rail station area plan that emphasizes transit connectivity, supports downtown revitalization, explores innovative financing options, and coordinates and leverages existing city, state and federal funding and planning efforts.
<b>5 Transportation</b>	Build capacity of City's transit agency to implement and manage the City's first Bus Rapid Transit project. Provide technical assistance to successfully implement the City's DOT Transportation, Community, & System Preservation Program grant, which supports preliminary engineering of the Fulton Mall project.
<b>6 Land Use Planning</b>	Technical assistance for the City's General Plan Update. Support convening of task force to develop strategies for the financing of infill development and increased levels of public service and infrastructure.
<b>7 Neighborhood Revitalization &amp; Housing</b>	Support City's restructuring of its housing and community development programs, resulting in more efficient and effective use of its federal housing funds. Provide technical assistance to implement the Neighborhood Revitalization Initiative's Building Neighborhood Capacity Program grant.
<b>8 Resource Management</b>	Technical assistance and cross-agency coordination to advance City's renewable energy goals, particularly as they relate to bio-gas and economic development.
<b>9 Workforce Development &amp; Adult Education</b>	Support Mayor's Adult Education initiatives, and coordinate with Fresno Regional Workforce Investment Board to strengthen workforce development in key economic sectors.
<b>10 Homelessness</b>	Development of strategies and their implementation to build capacity of Fresno's service providers to fully participate in a Housing First model and increase resources for permanent supportive housing.

## SC2-Fresno Community Solution Team Work Plan - Year 2 Actions Items

Focus Areas	Action Items	CST Lead	CST Partners	City Counterparts	State Partners	Other Partners
1) Downtown Revitalization	Provide technical assistance to City of Fresno for the development and implementation of its Downtown Neighborhood Community Plan and Fulton Corridor Specific Plan, and identify additional opportunities and resources for Downtown revitalization. Convene and coordinate with federal and state agencies to provide guidance to the City as its land use plans go through the federal and state environmental review processes.	EPA	DOT (FHWA & FTA), HUD, GSA	Mark Scott, Craig Scharton, Elliott Balch, Wilma Quan		Downtown Fresno Partnership; SC2 Fellows; Arts & Culture stakeholders; developers; others
1) Downtown Revitalization	Work to retain, relocate, and expand any federal agencies seeking leases in Fresno and build capacity of downtown property owners to compete for federal leases.	GSA	HUD, EPA	Mayor's Office		Downtown Fresno Partnership; SC2 Fellows
1) Downtown Revitalization	Support Mayor's Office, City staff, and Downtown Business Improvement District (also known as the Downtown Fresno Partnership) in implementing recommendations of EPA Technical Assistance Contract Report by directly engaging anchor institutions to advance the City's downtown revitalization goals.	EPA	HUD	Elliott Balch, Craig Scharton		Downtown Fresno Partnership; SC2 Fellows
1) Downtown Revitalization	Coordinate with SC2 Fellows to advance the Mayor's downtown revitalization goals. Support work of SC2 Fellows in downtown business assistance, engagement of anchor institutions, and bringing more robust programming and events to the Fulton Mall.	EPA	HUD	Elliott Balch		Downtown Fresno Partnership; SC2 Fellows
1) Downtown Revitalization	Support implementation of design and programming improvements to the Mariposa Corridor and Mariposa Plaza, building on the results of the Fresno team's participation in the Sustainable Cities Design Academy. Continue to facilitate involvement of a pro bono design consultant and other stakeholders.	EPA	DOT	Elliott Balch		NEA; Downtown Fresno Partnership; SC2 Fellows; Arts and Culture stakeholders
1) Downtown Revitalization	Provide technical assistance to develop various components of a Downtown Food Hub, which includes a public market. Assist with a "strategy map" and identify resources to support a feasibility study, including design and construction. Engage public market expertise and resources at USDA in Washington DC. Facilitate engagement of private and nonprofit partners.	EPA	USDA, EDA	Katie Stevens, Amy Huerta, Elliott Balch		
2) Business Development	Continue to increase local capacity of small businesses by conducting workshops/trainings for local businesses and provide technical assistance, with a specific focus on high speed rail bidding opportunities for small/medium and under-served businesses. Collaborate with local and external partners, such as the Fresno CDFI, to expand the availability of capital for local businesses. Continue with third year of SBA's e200 business development training, focusing on local firms.	MBDA, SBA	GSA, USDA			Fresno Strategic Partners
2) Business Development	Provide support to MBDA Business Center grantees to ensure successful implementation of their business development operations in Fresno. Ensure that grantees are coordinated with local business chambers to leverage local knowledge and initiatives. Strongly support the location of the MBDA Business Center in downtown Fresno.	SBA	MBDA, HUD, EPA	Mayor's Office		Local Chambers

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2) Business Development	Strengthen international trade with a focus on the region's key products – agricultural/food goods. Work with the Mayor's Office and possible Export Commission to better coordinate existing federal and non-federal resources for export assistance and help connect prospective firms to these resources. Resources include closer collaboration with EDA's Export Enhancement Grant to CITD, utilizing USDA export programs and resources (including Market Access Program and overseas Agricultural Trade/Agricultural Attaché Offices), as well as with Department of Commerce's Export Assistance Center and SBA's international trade efforts. Explore working with CITD and CDFA to create a Fresno trade mission and working with California ports on international trade outreach.	EDA	MBDA, Commerce-USEAC Commerce (Glen Roberts), SBA, USDA	Georgeanne White, Amy Huerta		State Center Community College, Center for International Trade Development
3) Economic Development & Innovation	Bring advanced rural in-the-field high capacity broadband infrastructure to agricultural areas in Fresno area, supporting the development of an Ag Tech – New Ag Economic Cluster (including Blue Tech) centered in Fresno and the surrounding counties. Leverage WET Center and irrigation technology, engage Fresno State University/business incubators, discuss with USDA ARS on technology transfer to Fresno start-ups, and replicate Colorado success in accessing USG broadband funds.	USDA	DOE, GSA	Carolyn Hogg - CIO		Water Energy and Technology (WET) Center, Center for Irrigation Technology at CSUF, Sebastian, CVIN, SJVRBC
3) Economic Development & Innovation	Support implementation of the City's IBM Smarter Cities Challenge Grant focused on increasing broadband infrastructure in the Fresno region.	USDA	EPA, DOE, HUD, GSA	Carolyn Hogg - CIO	Allison Joe, Chris Ganson (OPR); Brian Stanke (HSR)	IBM
3) Economic Development & Innovation	Support the execution of the first-ever Fresno County Food System Summit (formally known as Urban Rural Round Table) in order to increase the strength and equity of the regional agricultural and food system value chains. Fresno's agricultural and food systems are directly linked to the health of its citizens and the economic development of its local businesses.	USDA	EPA	Amy Huerta		Ag Innovations Network, Food Commons, Roots of Change, Fresno Food System Alliance
3) Economic Development & Innovation	Support implementation of EDA-funded feasibility study for food processing cluster.	EDA	David Farnworth-Martin, Richard Berndt, Brian Parker	Katie Stevens		
3) Economic Development & Innovation	Explore potential for kitchen incubator in downtown.	EDA	EPA, USDA	Katie Stevens, Amy Huerta, Craig Scharton		CVBI
4) High Speed Rail	Coordinate with the City of Fresno, Caltrans, and the CA High Speed Rail Authority to ensure that all necessary activities are completed and technical assistance is provided to develop a high speed rail station area plan that emphasizes modal connectivity, supports downtown revitalization, explores innovative financing, and leverages existing city, state and federal funding and planning efforts.	EPA	DOT	Katie Stevens, Elliott Balch, Scott Mozier	CA High Speed Rail Authority	Peter Osborn (FRA)

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5) Transportation	Coordinate with the City of Fresno's transit agency (FAX) and the Mayor's Office to provide technical assistance in support of the Blackstone/Kings Canyon BRT project, and seek opportunities to build capacity at FAX related to BRT and other transportation programs. Work with the City to secure capacity building tools, such as the DOT's TPCB (Peer Exchange) program and a short-term place-based CST member with transit expertise to enhance FAX's abilities in the areas of operations, fiscal analysis, construction management, and project implementation.	DOT	EPA	Bruce Rudd, Ken Hamm, John Downs		Interagency Council on SC2
5) Transportation	Coordinate with City of Fresno and Caltrans to ensure that all necessary activities have been completed to commence the obligation of the Transportation, Community, & System Preservation program (TCSP) funds as well as provide technical assistance in support of the City's TCSP grant, which funds the preliminary engineering for the Fulton Mall project.	DOT	EPA	Katie Stevens, Elliott Balch	Allison Joe	
5) Transportation	Provide technical assistance to the City to implement its DOT Bus Livability grant, paying particular attention to the design of the flagship downtown bus station at Mariposa and Van Ness.	DOT	EPA	FAX, Bruce Rudd		
6) Land Use Planning	Implement second EPA technical assistance contract to support City's General Plan Update and redevelopment in Downtown. Contract would support the convening of a task force to develop strategies for the financing of infill development and increased levels of public service and infrastructure. Continue to facilitate participation in task force of state and private sector partners. Engage other federal partners, such as the Federal Reserve Bank of San Francisco, to inform the effort.	EPA	HUD	Mayor, City Manager	CA OPR	EPA Office of Sustainable Communities
6) Land Use Planning	Work with the State of California's Office of Planning & Research (OPR) to determine if Fresno can be utilized as a case study to apply proposed CEQA Infill Streamlining (SB 226) as the City implements its General Plan Update and advances the Fulton Corridor Specific Plan. In addition, the State of California, via OPR and the Strategic Growth Council, will determine how it can participate in the City's convening of an Infill Development Task Force to develop strategies for the financing of infill development and increased levels of public service and infrastructure to inform the City's implementation of its General Plan Update and Fulton Corridor Specific Plan.	EPA	HUD	Mayor's Office	Ken Alex, Allison Joe	
6) Land Use Planning	Provide technical assistance in support of the City's General Plan Update process, including working to coordinate efforts between various federal, state and local agencies to deploy an impact assessment tool that can be used by multiple California cities beginning with Fresno. Several tools already exist that generally compare the cost and budget implications of varying scenarios and forms of development to illustrate how policy choices today could affect a community in the future. Also, continue to provide technical assistance in developing a Resource Conservation element for the City's General Plan.	EPA		Keith Bergthold	Ken Alex, Allison Joe	CA High Speed Rail Authority
7) Neighborhood Revitalization & Housing	Support City's efforts to control housing quality and deter slumlords by conducting research and case studies of tools such as an annual rental and/or multi-family inspection programs. This work will include information on funding mechanisms, staffing requirements, and case studies that outline how other California cities created similar programs.	HUD		Elaine Robles-McGraw, Claudia Cazares		

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7) Neighborhood Revitalization & Housing	Provide support to the City as it restructures its housing and community development programs, operations, and staffing. Coordinate with HUD's OneCPD Technical Assistance to ensure that it is offering valuable support. Goal: City will have the programs and structures in place to support its Downtown Neighborhood Community Plan and neighborhood revitalization vision utilizing HUD funds in the most efficient and effective way possible.	HUD		Renena Smith		TDA (consultant)
7) Neighborhood Revitalization & Housing	Support City and the Cross-sector Partnership in its Building Neighborhood Capacity Program work and link work to other local revitalization efforts; help connect work to additional White House Neighborhood Revitalization Initiative agencies and resources, like EPA, DOJ, Treasury, and possibly Education, and the State of California.	HUD	EPA, HHS	Kelli Furtado, Elaine Robles-McGraw	Allison Joe	13-member Cross Sector Partnership, Center for the Study of Social Policy
8) Resource Management	Work with EPA Region 9's Clean Energy and Climate staff to identify City renewable energy projects where EPA staff could provide technical assistance and identify additional federal and non-federal resources.	EPA	DOE, GSA	Joseph Oldham		
9) Workforce Development & Adult Education	Work with Adult Education Taskforce and Learn2Earn to assist in job placement. Explore assisting with transition to new GED testing process and engaging Department of Education, State GED Testing Services, State EDD, and DOL ETA to provide guidance to best prepare for the new GED test in 2013. The new GED test will involve a change in fees, a change in the manner it is given, the credentials/certification of the GED on-site testing administrator, and the testing location.	DOL		Mayor's Office	CA GED, EDD	L2E: Linda Davidson, WIB: Blake Konczal and Pam Lasseter; Dept of Education
9) Workforce Development & Adult Education	Explore tapping DOL Employment & Training Administration (ETA) expertise to help the Fresno Regional Workforce Investment Board (WIB) explore flexibility in the way that it prepares community colleges and other training institutions for potential occupations in the Fresno area, as well as provide technical assistance to strengthen job training and placement programs in key economic sectors.	DOL		FR WIB		
10) Homelessness	Provide support to the Housing Authority and the County Department of Behavioral Health to ensure the success of Santa Clara and Alta Monte as Fresno's first visible models of Housing First permanent supportive housing for the chronically homeless. This will be accomplished with Federal Technical Assistance Resources from HHS Office of Secretary and SAMHSA.	HUD	HHS	Greg Barfield, Kelli Furtado, GAW		Carol Wilkins (consultant), AHP (consultant), Housing Innovations (consultant)
10) Homelessness	Support the development of a strategy, and its implementation, to strengthen the capacity of Fresno's service providers (at least 1 or 2) to fully participate in a Housing First model for housing encampment dwellers. This will be accomplished with federal technical assistance resources from HHS Office of Secretary and SAMHSA.	HUD	HHS	Greg Barfield, Kelli Furtado, GAW		Carol Wilkins (consultant), AHP (consultant)

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10) Homelessness	Support the development of a strategy to substantially increase resources to support permanent supportive housing in Fresno. This will be done by re-purposing Continuum of Care funds, accessing other sources of HUD funds locally, and accessing HHS funds through MediCal and Federally Qualified Health Center resources. In addition, federal technical assistance resources from HHS Office of Secretary and HUD, including the Secretary's Dedicating Opportunities to End Homelessness initiative, will be utilized. Collaborate with the Interagency Council on Homelessness to reconvene Fresno's 10-Year Plan to End Homelessness Leadership Committee to revisit the Plan.	HUD	HHS	Greg Barfield, Kelli Furtado, GAW		Housing Authority and Continuum of Care (POC: Angie Nguyen), Abt Associates (consultant), Center on Family Homelessness (consultant)
11) Cross-cutting	Continue to engage additional local, regional, and national philanthropic organizations in supporting the myriad of investment opportunities in Fresno. Support a Funder's Briefing on "Building Communities of Opportunity." Maximize efforts by coordinating with HUD's Office of International & Philanthropic Innovation.	EPA, HUD	All	Mayor's Office		Ruben Gonzales (CSSP)
11) Cross-cutting	Recruit additional private sector partners (i.e., developers, funders, thought leaders, industry associations, and others) to support the City's goals and increase capacity and peer learning opportunities with potential partners outside of Fresno.	EPA, HUD	All	Mayor's Office		
11) Cross-cutting	Identify policy lessons, best practices, and barriers encountered in Fresno and elevate them to the Interagency Council on SC2 and its working groups to both develop solutions and apply practices more widely. Develop local capacity in multiple work plan focus areas by continuing to develop case studies and identify best practices utilized in other cities for the City of Fresno to potentially apply and adapt to advance its goals.	EPA, HUD	All	Mayor's Office		
11) Cross-cutting	Continue to seek national forums, such as conferences and convenings, to highlight City's practices, accomplishments, and overall revitalization work.	EPA, HUD	All	Mayor's Office		

## Anticipated Milestones: SC2-Fresno Community Solution Team Year 2 Work Plan

<b>1 Downtown Revitalization</b>	At least two federal agencies whose downtown leases are expiring are retained in downtown; Mayor reaches out to anchor institutions to support downtown revitalization goals and task force formed; downtown housing options marketed by SC2 Fellow; mixed-used development breaks ground on the Fulton Mall; more events brought to Downtown; strategy map for public market feasibility study developed; technical assistance provided on environmental review process for Fulton Mall; funding sources identified to support Fulton Mall work.
<b>2 Business Development</b>	Recruit downtown small businesses for SBA's e200 program in 2013; participate in Mayoral Export Commission; provide workshops and trainings to small businesses in the food sector and to potential sub-contractors for high speed rail work.
<b>3 Economic Development &amp; Innovation</b>	Sign MOU between DOE Labs and USDA to transfer ag and blue tech to local partners; IBM Smarter Cities Challenge program selects Fresno; food processing cluster feasibility study completed; support first ever Fresno County Food System Summit.
<b>4 High Speed Rail</b>	High Speed Rail station area plan is developed; MOU signed between MBDA and CA High Speed Rail Authority to meet the Authorities small business participation goals.
<b>5 Transportation</b>	Peer exchange resource provided to transit agency; place-based BRT expertise for FAX secured; City's \$1 million TCSP grant supporting Fulton Mall work obligated; Bus Livability grant implemented.
<b>6 Land Use Planning</b>	Convene Infill Development Task Force; develop Resource Conservation Chapter for City's General Plan Update; partner with State of California to deploy an impact assessment tool in Fresno; partner with State of California to utilize Fresno as case study for proposed CEQA Infill Streamlining.
<b>7 Neighborhood Revitalization &amp; Housing</b>	Advice to City on reorganizing its Housing Department and using HUD funding more effectively provided by HUD consultant; Building Neighborhood Capacity Program grant implemented; Annual rental inspection program research conducted.
<b>8 Resource Management</b>	Provide technical assistance to Mayor and her team on developing bio-gas to advance economic development goals.
<b>9 Workforce Development &amp; Adult Education</b>	Tap DOL's Employment & Training Administration to provide expertise to Fresno Regional WIB.
<b>10 Homelessness</b>	Strategy to strengthen capacity of Fresno's homeless service providers is developed and implemented; strategy to increase resources for permanent supportive housing developed; closer collaboration with Interagency Council on Homelessness.