

## **Strategic Plan**

### **SP-05 Overview**

#### **Strategic Plan Overview**

The Consolidated Plan goals below represent high priority needs for the City of Fresno (City) and serve as the basis for the strategic actions the City will use to meet these needs. The goals, listed in no particular order, are:

1. Increase development, preservation, and rehabilitation of affordable housing for low-income and special needs households.
2. Provide assistance for the homeless and those at risk of becoming homeless through Housing First collaborations.
3. Provide assistance to low-income and special needs households.
4. Provide public facilities improvements to strengthen neighborhood revitalization.

The City of Fresno's Consolidated Plan preparation coincides with the development of the first year Action Plan and the annual Notice of Funding Available (NOFA) process. The City awards Community Development Block Grant (CDBG), HOME Investment Partnerships Act (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA) funding to non-profits, public agencies, City departments, and developers that provide public services and housing for low-income and special needs households. The City of Fresno gives priority to NOFA-funded projects that are located in Downtown Fresno and its surrounding neighborhoods.

## SP-25 Priority Needs - 91.215(a)(2)

### Priority Needs

Based on the Needs Assessment, Market Analysis, and community outreach conducted for the current Consolidated Plan cycle, the goals were established to meet the priority needs. Projects will only be considered for funding within the Consolidated Plan period if they address these high priority needs, summarized in the table below.

**Table 1 - Priority Needs Summary**

Sort Order	Priority Need	Priority Level	Description	Population	Goal	Basis for Relative Priority
1	Affordable Housing	High	<p>Nearly 44 percent of households (68,425 households) in the City are LMI with incomes ranging from 0-80% area median income (AMI).</p> <p>The City needs approximately 5,625 additional affordable housing units to match the housing needs of the population earning below 80% AMI.</p> <p>Current housing stock that is affordable to households earning 30 percent or less of AMI can satisfy only 15 percent of existing need,</p>	<p>Income Level:</p> <ul style="list-style-type: none"><li>• Extremely Low</li><li>• Low</li><li>• Moderate</li></ul> <p>Family Types:</p> <ul style="list-style-type: none"><li>• Large Families</li><li>• Families with Children</li><li>• Elderly</li></ul> <p>Homeless:</p> <ul style="list-style-type: none"><li>• Chronic Homelessness</li><li>• Individuals</li><li>• Families with Children</li><li>• Mentally Ill</li><li>• Chronic Substance Abuse</li><li>• Veterans</li><li>• Persons with HIV/Aids</li><li>• Victims of Domestic Violence</li><li>• Unaccompanied Youth</li></ul>	Increase development , preservation , and rehabilitation of affordable housing for low-income and special needs households.	Qualitative feedback collected through the city-wide forums and needs survey, which were substantiated by quantitative data reported in the Needs Assessment and Market Analysis, served as the basis for prioritization.

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			<p>or 3,170 housing units of the 21,630 that are needed.</p> <p>The Fresno Housing Authority administers approximately 6,378 Housing Choice vouchers throughout the City. Due to limited funding, the citywide waitlist for Section 8 recipients contains 36,000 households as of 2015. Applicants are chosen via lottery and, generally, can expect to be on the waitlist for at least 2 years. The waitlist for public housing contains 24,233 households.</p>	<p>Non-homeless Special Needs:</p> <ul style="list-style-type: none"> <li>• Elderly</li> <li>• Frail Elderly</li> <li>• Persons with Mental Disabilities</li> <li>• Persons with Physical Disabilities</li> <li>• Persons with Alcohol or Other Addictions</li> <li>• Persons with HIV/AIDS and their Families</li> <li>• Victims of Domestic Violence</li> </ul>		
2	Homelessness	High	<p>The 2014 Point in Time Count found that 2,116 homeless persons were living in the City, and 73 percent (1,536 individuals) were unsheltered and living in a place not fit for human habitation.</p>	<p>Income Level:</p> <ul style="list-style-type: none"> <li>• Extremely Low</li> <li>• Low</li> <li>• Moderate</li> </ul> <p>Family Types:</p> <ul style="list-style-type: none"> <li>• Large Families</li> <li>• Families with Children</li> <li>• Elderly</li> </ul>	Provide assistance for the homeless and those at risk of becoming homeless through	Qualitative feedback collected through the regional forums and regional needs survey, which were

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				Homeless: <ul style="list-style-type: none"> <li>• Chronic Homelessness</li> <li>• Individuals</li> <li>• Families with Children</li> <li>• Mentally Ill</li> <li>• Chronic Substance Abuse</li> <li>• Veterans</li> <li>• Persons with HIV/Aids</li> <li>• Victims of Domestic Violence</li> <li>• Unaccompanied Youth</li> </ul> Non-homeless Special Needs: <ul style="list-style-type: none"> <li>• Elderly</li> <li>• Frail Elderly</li> <li>• Persons with Mental Disabilities</li> <li>• Persons with Physical Disabilities</li> <li>• Persons with Alcohol or Other Addictions</li> <li>• Persons with HIV/AIDS and their Families</li> <li>• Victims of Domestic Violence</li> </ul>	Housing First collaborations.	substantiated by quantitative data reported in the Needs Assessment and Market Analysis, served as the basis for prioritization.
3	Community Services	High	Survey respondents and forum participants	Income Level: <ul style="list-style-type: none"> <li>• Extremely Low</li> </ul>	Provide assistance	Qualitative feedback

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			frequently called attention to the need for health and legal services for vulnerable populations. Residents were particularly concerned that the existing services did not meet the needs of the undocumented population. There was also a strong demand for services and facilities to meet the needs of youth, seniors, and working parents in need of childcare. Many participants expressed a desire to see multiple services integrated into one common space.	<ul style="list-style-type: none"> <li>• Low</li> <li>• Moderate</li> </ul> <p>Family Types:</p> <ul style="list-style-type: none"> <li>• Large Families</li> <li>• Families with Children</li> <li>• Elderly</li> </ul> <p>Non-homeless Special Needs:</p> <ul style="list-style-type: none"> <li>• Elderly</li> <li>• Frail Elderly</li> <li>• Persons with Mental Disabilities</li> <li>• Persons with Physical Disabilities</li> <li>• Persons with Alcohol or Other Addictions</li> <li>• Persons with HIV/AIDS and their Families</li> <li>• Victims of Domestic Violence</li> <li>• Non-housing Community Development</li> </ul>	to low-income and special needs households.	collected through the regional forums and regional needs survey, which were substantiated by quantitative data reported in the Needs Assessment and Market Analysis, served as the basis for prioritization.
4	Public Facilities and Public Improvements	High	The need for parks and greenspace emerged as among the highest rated priorities both in the community forums and	<p>Income Level:</p> <ul style="list-style-type: none"> <li>• Extremely Low</li> <li>• Low</li> <li>• Moderate</li> </ul>	Provide public facilities improvements to	Qualitative feedback collected through the regional

Sort Order	Priority Need	Priority Level	Description	Population	Goal	Basis for Relative Priority
			<p>in the individual survey responses. Several participants mentioned the disparity in park access between North and South Fresno and said that lower-income neighborhoods need greater recreational opportunities.</p> <p>Local service providers at each of the Consolidated Plan forums highlighted the lack of affordable and accessible transportation services in the City. Participants expressed a desire for increased routes and expanded ride times for public transportation. Many said that seniors, students, and the working poor have the highest unmet or under met transportation</p>	<p>Family Types:</p> <ul style="list-style-type: none"> <li>• Large Families</li> <li>• Families with Children</li> <li>• Elderly</li> <li>• Public Housing Residents</li> </ul> <p>Homeless:</p> <ul style="list-style-type: none"> <li>• Chronic Homelessness</li> <li>• Individuals</li> <li>• Families with Children</li> <li>• Mentally Ill</li> <li>• Chronic Substance Abuse</li> <li>• Veterans</li> <li>• Persons with HIV/Aids</li> <li>• Victims of Domestic Violence</li> <li>• Unaccompanied Youth</li> </ul> <p>Non-homeless Special Needs:</p> <ul style="list-style-type: none"> <li>• Elderly</li> <li>• Frail Elderly</li> <li>• Persons with Mental Disabilities</li> <li>• Persons with Physical Disabilities</li> <li>• Persons with Alcohol or Other Addictions</li> </ul>	strengthen neighborhood revitalization .	forums and regional needs survey, which were substantiated by quantitative data reported in the Needs Assessment and Market Analysis, served as the basis for prioritization

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			needs.	<ul style="list-style-type: none"> <li>• Persons with HIV/AIDS and their Families</li> <li>• Victims of Domestic Violence</li> </ul>		

### **Narrative**

As previously discussed, poverty, cost burden and unemployment are some of the greatest challenges faced in the City. As a result the City is tasked with determining how to support economic growth while assisting the most vulnerable populations.

The Needs Assessment and Market Analysis, in concert with the qualitative data collected through community outreach, highlight the City's continued need for investment in economic development, affordable housing, and services for low-income households, the homeless, and other special need groups.