Question 1. What will be enablers of unlocking progress?

(Note, bullets are actual written responses from table feedback)

- Identify and address root causes of our "challenges"

- Be intentional in addressing deficiencies/inclusivity

- Investment worthy plan and appropriate investment

- Buy-in of the community – positive attitude

- Targeted solutions

- More high paid job – more qualified workers

- Get high income for low income residents

- Aligning of all agencies/partners behind one common vision

- Realign existing resources first and foremost

- Tap into power of capital markets: public debt funding may not be in alignment

- Communication!!! Reaching residents with some college/training and connecting them with training and job opportunities

- Attitude: relationship building – confidence

- More celebrations

- Ladders of opportunity: Amazon connecting with Fresno State to train entry level to night shift

- Desire for change/progress

- Existing initiatives

- Civic participation

- Dedicated funding

- Supportive Governor in Sacramento

- Leveraging and aligning current efforts with traction

- Powerful individuals willing to sacrifice and change ways if it means progress

- More capacity in non-profits

- The case of business - getting more involved – business seemingly doesn't care – what is problem and solution

- Politics and a lack of understanding on why we have not moved from here

- Vibrant economy focused on creativity and entrepreneurship

- Achieving healthy community, services need to be welcoming

- Changing attitude from negative "Re Fresno" grand marketing message to change what Fresno is and is known for

- Give more hope and power to more people that struggle in Fresno

- Caring for our city: needs to be pride in our city

- Investing in infrastructure of schools and housing

- Cultural humility

- Meet people where they are

- Soft skills training and implementation

- Consistent messaging to align

- Involving parents & mentors

- Structural changes: finding ways to broaden concept of education to capture life skills

- Efforts focused on transformation rather than incremental steps. For example, education would have to be ideally different

- Transformative polices

- Public and political way

- Goals that drive us together

- We need real numbers to hold ourselves accountable: outcomes need to be much more specific. Can't just have lofty aspirational goals. Bolder solutions

- To be more inclusive, we need to engage more thoughtfully across race, gender, age – be intentional

- Invest in youth: high percentage of population under 35

- Building capacity at CSU and UC, many graduate high-school but no college

- Retention at institutions/regions

- Active recruitment in DAC zip codes for job opportunities

- Commitment to following through inclusive/equity efforts

- Socialization of work environment for DACs

- Selection of metrics will be important

- Resources-sufficient funding for groups to invest time

- Asset-orientation

- Inclusive process that designs for the end-user

- How we continue to organize ourselves and get the work done/ civic infrastructure

- Data/accountability

- Race relations/team building

- Communications & feedback loops

- The make-up of the investment areas is important

- Community admission that we have been wrong and want to do it right

- Partner with community

- We must be inclusive in this process

- Open and honest discussion on how to make this work

- Accepting DRIVE principles and goals

- Cultural competency – Alignment continued engagement

- Sacrifice: willing to give up funding to fund initiative

- Wealth TRANSFER

- ACCESS to social networks

- Connect people in neighborhoods to where the economy works

- Stop saying, "well that is your neighborhood, not mine"

- "Degrees or JOBS? Which is first

- Education- creating a pipeline

- Ed attainment in emerging growth industries – neighborhood change

- Social/emotional learning (in classroom) – FUSD

- Housing stability – for people without deposit; with bad credit – need job stability

- Clearing house to connect people to resources

- "Collective Impact approach" (ENP) – sports; tutoring; counseling

- Community land trust for affordable housing – Fresno has vacant land

- More positive media coverage to cover what's going on

- More and better CDCs

- Community engaged planning

- Growing and expanding educational training partnerships -so many great programs that have not met full potential

- Pathways programs (e.g. European and Japanese models can have unintended consequences/racial inequality

- Mentoring – inspiring youth and expose them to different industries

- Climate change – how to take advantage of job creation

- Cultural responsibility/ethnic studies in schools

- Funding availability – investment opportunities

- DAC – invest in valley

- Motivation to develop a plan

- Policy makers are involved/vested

- Comprehensive approach recognition – connectivity

- Is FSU committed/involved?

- Strengthen community pride

- Inclusive, equitable, innovation, entrepreneurship

- Buy-in from all stakeholders

- Funding, Investment

- Organization, leadership, governance

- Not city, not county, not state – all of the above

- Need to report success

- Not-for-profit

- CVCF is lead agency

- Marketing – need marketing, need to report successes – tell the good stores

- Need one north start – inclusive quantitative and qualitative

- Realistic goals

- Business continue through jobs and philanthropy

- Include rural communities throughout – they need a strong Fresno

- Willingness to listen

- Align incentive systems, initiatives

- Funding that incentivizes collaboration that is productive, streamlined, efficient thoughtfully considered

- Authentic, honest, addressing of racial inequality, understanding of problem from another point of view

- Design models that are evidence based to help all students

- Develop peer groups to serve as support systems

- Best resource – connection amongst stakeholders

- Need climate sustainability

- Need accountability data and tool change to make better

- Power of this room and connections

- Good quality of life that is equitable across the board - same community conversation

- Working more closely with communities in need

- Data centralizing data

- Investment in R&D

- Interpretation of data

- Stay in our own boxes

- Data sharing system, having the right people developing the plan

- Focus on neighborhood groups/identities (need to create new spaces)

- Recognizing different strategies will be needed for different neighborhoods

- Internships

- Plan must be flexible if changes are needed

- Need shared definition of "success" & regular evaluation

- City of Fresno needs to be committed

- Use 5 collective impact commitments

- Ongoing community engagement

- To work with businesses and share what or how they can be part of making Fresno great again for everyone. They can give minorities the opportunity to be able to learn and grow within their companies

- Attitude and willingness of participants and broader community – various sectors

- The community voicing this message

- Key leaders conveying the message to all sectors of the community

- Commitment from all stakeholders and transparency

Question 2. What road blocks do you expect we will encounter?

(Note, bullets are actual written responses from table feedback)

- Attitude – sustainability of leadership

- Communicating connectivity – the message must get out

- More impact of mindset – status quo!

- Attitude: Why will this be different?

- Some old approaches – not addressing root causes

- Failure to address key causes

- Allocate resources uniformly rather than in areas of greatest need

- Insufficient investment in proposed solution

- Lack of inclusivity

- Underlying racism

- Political climate

- Lack of community inclusiveness

- Tendency to do same things

- Resistance to change

- Lack of understanding and/or agreement on why a "race conversation" in Fresno matters.

- How our own implicit biases hinder our community's progress

- Unwillingness to sacrifice and let go of our own agendas/initiatives

- The failure to own that we are not a perfect city and a failure of leadership to try

- Can't just prepare everyone, if workforce is still racist

- We don't accommodate small businesses

- We don't address health in any way in the aspirational statement.

- Medical community is not represented; there is direct correlation to health outcomes.

- Tradition

- Current programs that are already failing

- People come from "no" rather than "yes"

- Learned helplessness – victim mentality

- Childcare needed for working parents

- Mental health and trauma issues

- Felony records prevent employment

- Policy and liability for private industry (employers)

- Accommodating everyone (not learning English)

- Lack of work ethic

- Structures and policies in place

- Groups that benefit from status quo

- Fear of change

- How do we engage missing constituents?

5

- Lack of African-American applicants at Fresno COC

- Lot of jobs require Spanish fluency and systematically leave out African-American. Can Spanish requirement be removed? Use "preferred"

- Mode of recruitment issue of lack of African-American applicants

- Focus on potential rather than stringent job descriptions

- Black-Brown tensions

- New business mobility job growth

- Lack of local recruitment

- Knowing where employers are

- Incarceration/criminal justice tax advantage for hiring inmates

- We need to address the deep trauma in our community first

- Participation of our city and county government

- Impending economic recession

- Established institutions

- Measuring the 'cash economy'

- Neighborhood development will most threaten the existing power structure

- Fresno need to believe this is real "We feed the world but can't feed ourselves"

- Under resourcing in specific areas

- The word "invest" needs to be front and center

- How much do local people invest in their own community.

- Barriers: Children are told to go to school to get benefits (safety net),

- but don't understand the importance of education (parents lack this too)

- Children are losing hope, that can't envision a brighter future

- Need to understand how this is different

- Community buy in or large scale

- Funding, prejudice, biased opinion, implicit bias

- Returning to day to day without DRIVE principles at the forefront

- Resistance to change

- Employer mindset. Open to less rigid work/ED experience

- How do we pursue business? What are our criteria?

- Talent production – University investment/Focus for certain industry/Business we want to come here.

- Record/Race: Despite referral some companies won't hire some people because of their backgrounds – despite steps taken

- Family unit: single parent hone; lack of information about opportunities

- Lack of people in family with education; life skills; repetitive falling through cracks

- Inadequate education opportunities – HS graduates unprepared

- Charity in under resourced neighborhoods – help v. empowerment

- Trauma (incarcerated parents) – inadequate social/emotional resources, lack of soft skills for jobs, transportation

- Lack of coordination among people helping

- Mental Illness

- Bad credit – housing instability overcrowding

- Lack of park and recreational space

- Bad economic development practices – negative impacts

- Lack of resources

- Offering programs after business hours. People with potential cannot take time off to obtain the training certifications they need to have access to job with upward mobility

- Government regulations impede SCCD progress

- No control of our development pattern – Southwest has not happened as an example

- Policy issues

- Gentrification

- Climate change

- Governance, lack of buy-in, sustainable funding, time commitment, walk-the-walk

- Lack of Progress, what does end of poverty look like?

- Pick a lane, scope is too broad a scope

- Lack of a common vision/a common rallying cry

- City decision driver by sales and property tax

- Short-term thinking about costs/benefits

- No investment in areas without development

- Old language about business attraction

- Lack of political capital (& lack of strategic thinkers in office)

- Realistic goals

- Initiative fatigue – plan fatigue

- Policy (Educational mandates/standards that don't align) Capacity issues, the right people, the right place, enough resources

- Pathways that do not align

- Housing needs (life affirming housing) - needs to be in mixed income neighborhoods

- How do we promote good projects to do better?

- Territorial individuals

- Political environment

- The "them" vs. "us" mentality

- Banking system

- Systematic racism

- Continued disinvestment in low-income census traced

- Fear of failure

- Acknowledge previous failures

- Lack of trust, depiction or sincerity

- Not having plan informed by community members

- Lack of diversity

- Different definition of "all residents"

- Lack of 4-year BA degrees to back – fill existing jobs vacated by retirees and fill new jobs

- That they will think "been there, done that" and it doesn't work

- Local elected leadership need to be engaged so they don't serve as roadblocks

- Resistance to a new approach involving race vs. economics

- Opposition from community members who do not want to see progress because of fear

- Narrative of the "North of Shaw neighborhood…"

Question 3: What stakeholders are critical to involve?

(Note, bullets are actual written responses from table feedback)

- Industry – do pilots to prove effectiveness
- Employers, workers, educational institutions
- Unemployed/underemployed
- Government
- Social service organizations
- Agriculture industry involvement is essential – Ag-tech
- County of Fresno
- Faith community
- Health
- Property owners: large land holders, multifamily property owners/landowners
- Community
- Low-income workers
- Young people
- People of color
- People who speak other languages
- Decision makers at all levels
- Folks that believe things are fine the way they are
- "Residents" themselves that are not in these rooms or spaces
- Business developers, people of color, those who are not affluent and politicians
- Community-driven neighborhoods
- Places of business being locally owned

- Medical community
- Developers
- Farmers
- Parental involvement
- Teachers visiting and make connections
- Mentorship with businesses
- People in neighborhoods (despairing)
- Multi-generational discussions
- Schools and businesses
- Faith communities
- More business friendly: city + state
- Policy/legislative
- Public, community needs to be engaged
- Decision-makers
- Residents need to be front and center to hold decision-makers accountable
- Youth in leadership opportunities
- Experts that can help us analyze how we are meeting goals
- CEO's of firms, high-end jobs, can champion but not make final change
- Residents of target communities
- LGBTQ community
- Rural
- Finance & banks

9

- Youth & future employees

- City and county government

- Community and young people

- Business that can grow/scale

- Conservative business leaders on topics of workforce development

- The Fresno power structure

- Industry sector much larger representation of business community (owner, faith leaders (more than the usual people) need people who can build trust and are trusted messengers, place to?

- Cultural leaders, youth representatives

- Youth: Street Saints youth leadership, YLI, Barrios Unidos

- Proteus – community based

- COG: to promote regional representation

- Need to bring agriculture in some way

- Fresno state? County Board of supervisors?

- Community members – DRIVE Steering Committees, Boards, Councils, Commissions, Law Enforcement, Mental Health Stakeholders, Faith based

- We talk to each other, but is it the right people? The right forum? Right process/vehicle for the conversation?

- More business partners w/educational system.

- Public/private partnerships

- Churches and other POW

- Local government elected and staff

- Business community

- CBOs

- CDCS

- Residents of North/South of Shaw

- Developers

- Justice System

- State center community college dist.

- High Schools/School Districts Elementary

- Unions/trades

- People who live in most disadvantaged communities

- Rural areas

- Small businesses

- Engage current institutions differently

- AG enterprises – entrepreneur – FSU involvement/UC Merced

- City, county, state official, health care, customers or services, education system, private business

- Include community residents

- Need health sector involved & health outcomes

- Hospitals should be enlisted to help people stay away – they are anchor institutions

- Anchor institutions (education, industry, etc.)

- Resident in neighborhoods where development is proposed

- Business must be included when speaking and planning economic

development and speak about the jobs of today and the future

- More people in the room than on ground

- Criminal justice – non-violent offences. Where do they go.

- Educational institutions

- Non-profits

- Families

- For-profit business

- Faith-based community (Catholic)

- Regional representation (people/institutions)

- Community voices, including Southeast Asian

- Elected who will bend to the "collective good"

- Younger people who will be here 10 years from now (Gen Z)

- Local elected officials = city of Fresno

- Fresno Co. Board of Supervisors

- Valley delegation – elected officials

- EDCs, Chambers of Commerce, business, non-profit organizations (focused on neighborhoods), school districts,

- Community members

- Non-profit

- City/County officials

- Economic development

- School districts

- Community

Question 4. What lessons have you learned ("past failure modes") that will be relevant?

(Note, bullets are actual written responses from table feedback)

- Fragmented efforts don't work – need continuation

- Importance of milestones, measurement and real accountability for outcomes

- We've been afraid of failure

- Initiative fatigue: need to have a plat to "keep this special" and different

- Avoiding the "one big fix" mindset/no silver bullet (don't dismiss employers)

- Waiting for saviors

- Failed at equity

- Solutions must be grassroots & grow up

- We have done top-down mode for too long and it hasn't worked.

- Power must be shared

- If there is no carrot, individuals will not continue involvement – they will see it as another failed attempt

- Develop incentives for all of us to see and feel how our agency's success is attached/connect

- Don't ask system people to lead change

- That doing the same thing the same way is insane

- Make sure all are included, but closing gaps-focused

- Tradition – poor development planning, zoning and development

- People are discouraged to open business because of fees, liability and lack of support

- Saying you are going to do something and not following through – lack of trust

- Stop doing things "to" people and include them in the solution

- Initiative fatigue

- People/Organizations don't do the work

- Acknowledge the past but not focus on past

- Invest in youth

- Trusting institutions to evaluate or report out doesn't give us the full picture

- Lack of consistency. Ongoing process with ongoing engagement

- Make sure we can continue to work together and learn from one another so as to not fall back into our comfort zone

- Utilizing communications, social media and technology to reach broader segments of population to allow us to move forward together

- We need political leadership

- Community forums & town halls for resident/constituent outreach

- Formal business partnerships – hiring qualified POC

- "If we build it, will they come?"

- Invest in getting the message and communications right

- We tend to start strong but don't follow through

- Need an early decision-making framework

- Politics – good ideas get stymied

- Race conversation has to continue

- Takes lots of courage on an individual basis

- True collaboration and input from communities that are being impacted.

- Solve the problem that exists

- Data is important and need to shared with the broader community

- Lack of Authenticity

- Lack of compromise

- Lack of commitment

- Lack of accountability

- "LIVE THE VISION"

- Not a failure – CTEL is a great lesson learned.

- Focus on where disparity is

- Service learning

- Invests in community

- Attract business investment

- Target hiring, minimize community impact

- SCCD has several partnerships that are working well (e.g. health care. Firefighting, aviation) electricians/trades).

- Lack of sustainable funding

- Lack of leadership/current type of leadership

- Lack of laser focus

- Graffiti on walls

- Downtown = Stigma

- Clean sidewalks

- Homelessness

- Getting to low and mod incomes is difficult - and income increases can disqualify

- RJI: Initiatives required funding ongoing and didn't have it) so it ended – no sustainability or an end date

- Collaboration of groups (i.e. nonprofits) vs competition due to funding and service provided

- Must list to learn and change

- CTE programs work and the results are positive and profound

- Look at caseloads

- Human touch

- Proactive (need to be) in your education

- Too many students per calls and counselors

- Funding pulled away from rural community by Fresno who van in/out

- Overflow of assets to 1 area – no accountability given

- Need smaller units to increase impact to client

- Losing funding projects due to lack of accountability

- Multiple definitions of ideas i.e. restorative justice.

- Intentional communications to community

- Don't promise what you can't deliver

- Manage expectations of community

- "Success" in one neighborhood doesn't always work in another neighborhood

- Cultural sensitivity is critical

- If plan doesn't work, don't blame the community

- Don't plan for people, include them

- Collective impact model don't silo

- Follow through this plan!

- That some people don't believe people change

- Motivation of people – to be impacted – is a significant factor

- "Cultural sensitivity" e.g. Southwest Asians

Question 5: Any other strong thoughts or comments on the vision or outcomes?

(Note, bullets are actual written responses from table feedback)

- We really need to have more business owners involved in this initiative

- This is represented as a regional plan but seems focused on Fresno. How is this regional?

- Must monitor displacement and who is getting jobs (need current data and involve business community)

- Which individuals will we measure? A-political

- Create an a-political entity with such broad investment that political agencies can't participate

- Community accountability metrics

- Implicit bias

- Design models that are evidence based to help all students

- Vision is not right

- Develop peer groups to serve as support systems

- Best resource – connection amongst stakeholders

- Need sustainability

- Need accountability data and tool change to make better

- Power of this room and connections

- Good quality of life that is equitable across the board

- Conversations of race (including bias, level playing field, reality of 2 equalizers: health care and education)

- Add gender equity, also health

- Developing our already earmarked 6,500 acres for industry and job growth would be a game changer

- Words matter, this vision doesn't inspire

- "economic mobility" Inclusion" aren't captivating – want to know what Fresno will look/feel like in future

- Kids – childhood education

- In Vision – sustainability – change to resilient/adaptive

- Look into CA Futures Healthcare Workforce Commission and how it impacts the valley

- K-12 – civil engagement, experimental learning

- Groundwork USA – Kids completing environmental clean-up.

- Engage students in their communities

- HURON KIDS shouldn't only aspire to leave HURON.

- Conceptually – do we like – "I live in x, but I work in y"?

- Acceptance of DRIVE Principles by each Organization Board and Councils

- Track Agenda Item actions supporting DRIVE principles

- Vision is good but very general

- How many local people are investing?

- How do we be sure that all work is progressing –measurement scheme measuring disproportionate impact, monitoring very regularly what is working

- Social mobility is important along with economic mobility

- People need to be recognized as making positive contribution to their community

- Make the mission statement explicit and do not dance around race issues

- Clarify that this is for all Fresno County, not city

- Wealth building should be named

- Human Capital section is 'heavy on capital' and light on 'human'

- Add financial literacy skills

- Can the power shift in Fresno?

- Coastal and inland data should be included

- Crime/incarceration should be included

- Rural communities should be included

- Land use / planning should be included

- Keeping capital locally 401K

- Companies start in California and succeed

- Residents/constituents don't have our privilege to discuss environment, etc. when trying to meet basic needs

- What's gallery walk on great things happening in community

- Bolder in health and wellness. Include in human capital and neighborhood development goals

- We need explicit outcomes for health, environmental justice, racial and economic segregation

- Better engage educational leaders like CSUF & Fresno Pacific to leverage resources and connect students to civic engagement and partnerships with community partners

- Learn from lessons learned in other places. Fresno is not the first to do this

- Noting difference between older parents and younger

- People are representatives of our neighborhoods, but we need to include the voices of the individuals living this reality (surviving and struggling)

- Need to involve business more: expectations to solve the problems but not supported in a way to thrive in our community

- This vision did not include any measure of health or the importance of services to the family unit

- Maternal health and family supportive services

- Build whole neighborhoods the Pinedale can't exist near the Riverpark

- We need more people of color and less fortunate to have a real honest outcome

- Suggestion – change the two statements that begin with improve to either increase or develop (or something else)

- "Improve" seems deficit-based

- "Increase" early childhood education opportunities and outcomes

- "Increase" housing affordability and stability

- To be successful, decision-makers & leaders must acknowledge inequities

- What do we do about things that are in tension with one another?

- Are the 10-year measurable 'stretch' enough?

- Group-plan needs to align behind the economic development plan – land use planning is a critical tool to

drive everybody - Highway City affirms importance of land use planning

- Early childhood as a priority

- We must have the most aggressive EITC program

- How can we hold ourselves accountable?

- Inclusion on the way to given accomplishment

- Inclusion not the goal by itself, but a part of the effort.

- Root causes