

community report



FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING ENGAGED
HOUSING RESIDENTS



A message from our CEO

While my first day at Fresno Housing was November 1, 2021, I believe it's important to look back at our history to look forward. First, I would like to thank the team at Fresno Housing, our staff and leadership, for making significant impacts in expanding affordable housing options in our region, fostering self-sufficiency, and providing quality of life enhancements for our residents. I am honored to join this nationally recognized housing authority.

I have been overwhelmed with support and encouragement as I have stepped into the CEO role. I am grateful to have this amazing opportunity to serve 46,000 Fresno Housing residents, including 22,500 children. Let me affirm that we have big plans to help future generations succeed.

In this short time, I have been impressed with the range and quality of trusted partners collaborating with the Fresno Housing team to create places where children are encouraged to achieve, families are supported with resources, and residents feel connected to a sense of community.

As someone who has lived experience with multiple dimensions of diversity throughout my lifetime, I am absolutely committed to our work at Fresno Housing to strengthen diversity, equity, and inclusion. Fresno Housing strives to be an agency where inclusion and belonging are a reality for all, especially those who have historically been marginalized or underrepresented.

Moving into 2022, we will continue serving our residents by providing housing opportunities and partnerships that enhance our residents' quality of life, provide education and job training to overcome generational poverty, and foster self-sufficiency.

We will continue to produce more and more varied affordable housing opportunities through vouchers and our developments. We will be opening new multi-family communities throughout our county's rural and urban areas.

My goal is to intensify our activities to produce a variety of affordable housing options and work with the community to focus on inclusive, holistic approaches that address education, health, economic development, and job training initiatives.

It's going to be an exciting year! We're thrilled that you are on the journey with us. Thank you. My heartfelt thanks to each of you for your ongoing commitment and support to our community and Fresno Housing.

In partnership,



Tyrone Roderick Williams
Chief Executive Officer, Fresno Housing



Tyrone Roderick Williams
Chief Executive Officer

Equipped with an understanding of the inter-relationships between the **places** it creates, the **people** it supports, the **public** will it generates, and the **partnerships** it fosters, Fresno Housing seeks to address the housing needs of residents — to create and sustain vibrant communities throughout Fresno County.

A message from our Board Chairs

Thank you for the opportunity to serve. We collectively entered 2021 during the middle of the pandemic. It did not stop our delivery of services to meet the needs of our residents or our ability to build new affordable homes for our County.

Together, we took a deep dive into reviewing the services we provide to our families to ensure that we offer programs and pathways to achieve economic opportunities and self-sufficiency through training and education.

We expanded our affordable housing development footprint while reducing the overall cost of construction through the appointment of an ad hoc committee. The committee, consisting of an amazing group of partner developers, worked alongside the board of commissioners and private sector developers to review our projects and identify opportunities to streamline and improve project costs.

We've injected \$225 million into the local economy in the last two years, working with local vendors to reinvest into our economy.

We took bold action to address homelessness in our community by housing 1,900 individuals experiencing homelessness in 2021.

On November 1, Tyrone Roderick Williams began as Chief Executive Officer. Williams has more than 25 years of experience in urban revitalization. His development activities have been at the forefront of neighborhood transformation efforts in Boston, Houston, Atlanta, and Sacramento. His background includes work in the for-profit, nonprofit, philanthropic, and government sectors. He is an industry leader in organizational development, financing, and project implementation. Most recently, Williams served as Deputy Executive Director at the Sacramento Housing and Redevelopment Agency.



Adrian Jones
City Board Chair



Cary Catalano
County Board Chair

We led an extensive nationwide search process that included community members and engaged the general public in presentations by finalists. We designed a recruitment effort that was comprehensive and as transparent as possible while respecting the confidential nature of the employment process. Engaging our community enriched this critical decision; we would be remiss not to thank the board and community members who also dedicated countless hours throughout this nationwide search.

The Boards of Commissioners are thrilled with the appointment of Mr. Williams as CEO. His resident empowerment track record and strategic leadership background will provide the remarkable Fresno Housing team with a CEO who appreciates holistically addressing housing and community development challenges and has extensive development experience.

We are excited for the future of our organization and community.

Cary Catalano *Adrian Jones*
Cary Catalano Adrian Jones
County Board Chair City Board Chair

Fresno Housing Board of Commissioners

City Board

Adrian Jones
Chair

Stacy Vaillancourt
Vice-Chair

Caine Christensen
Commissioner

Sharon Williams
Commissioner

Ruby Yanez
Commissioner

Sabrina Kelley
Commissioner

County Board

Cary Catalano
Chair

Nikki Henry
Vice-Chair

Stacy Sablan
Commissioner

Joey Fuentes
Commissioner

Valori Gallaher
Commissioner

Sophia Ramos
Commissioner

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about Fresno Housing

Our organization was established in 1940 by the City of Fresno and in 1945 by the County of Fresno with the intent to serve low-income individuals. Fresno Housing works to create vibrant communities, build quality, affordable housing, and empower our residents to achieve their goals, ensuring the success of future generations.

Providing quality affordable housing is at the core of our mission and vision, which we fulfill by providing two types of housing opportunities for low- to moderate-income families in Fresno County.

Affordable Housing Options

HOUSING CHOICE VOUCHERS

Housing Choice Vouchers (HCV, formerly known as Section 8) provides housing assistance payments to property owners, who in turn lease to voucher holders.

FRESNO HOUSING PROPERTIES

Fresno Housing owns and/or manages over 80 properties.

Vision

Fresno — an engaged county — where all residents have access to quality housing that contributes to vibrant communities, and where all residents are empowered to achieve their educational and economic goals

Mission

Create and sustain vibrant communities throughout Fresno County

Values

- Fresno Housing is committed to innovation and excellence in housing and services for low-income households throughout the city and county.
- Fresno Housing works to maintain a responsive agency that meets the needs of its many different constituents as well as the broader Fresno community.
- Fresno Housing recognizes that quality affordable housing requires stable, adequate, and equitable funds derived from multiple sources.

The Impact of Fresno Housing

By The Numbers

NUMBER OF HOMES BUILT

Fresno Housing has developed **2,170 affordable housing units** with an additional **200 currently under construction** and **447 in pre-development**.



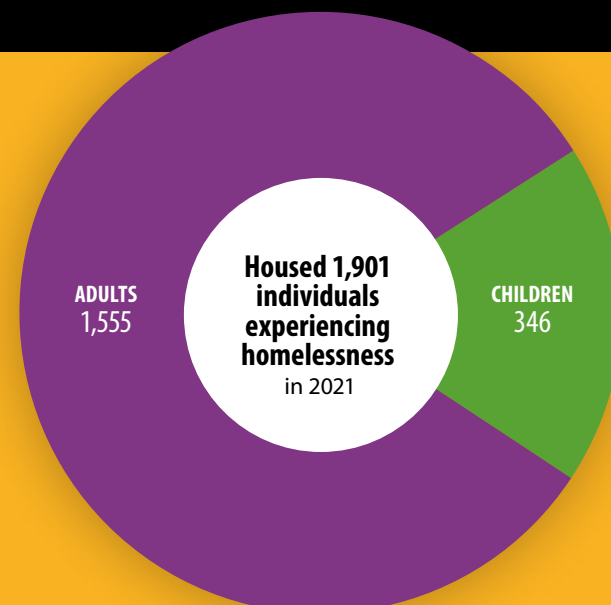
Units (x20)

Of the **over 80** Fresno Housing developments throughout Fresno County, **36 were developed since 2007**.

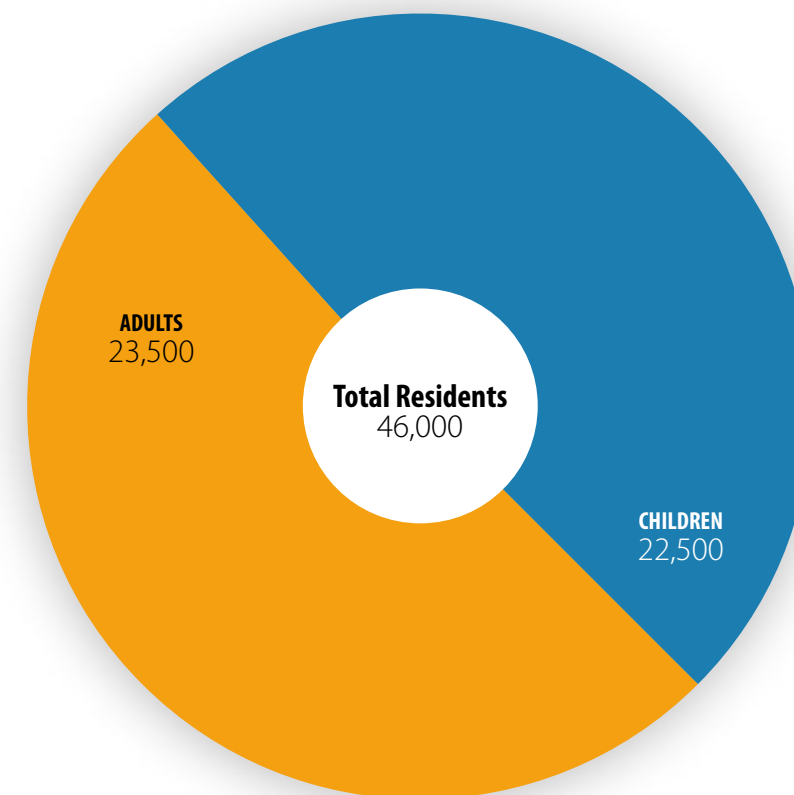


ADDRESSING HOMELESSNESS

Fresno Housing partners with other organizations and agencies to provide supportive housing, resources, and additional assistance to help reduce homelessness in Fresno County. As a member of the Fresno Madera Continuum of Care, a group of stakeholders dedicated to providing housing and services to those unhoused, we work with other organizations to support Veterans, individuals, youth, and families experiencing homelessness. Fresno Housing is the Lead Agency in the Homeless Management Information System (HMIS), where data on individuals and the community resides. Additionally, Fresno Housing assists the Fresno and Madera communities in applying for HUD funding, helping to secure over 11 million dollars to provide housing and services for individuals/families experiencing homelessness.

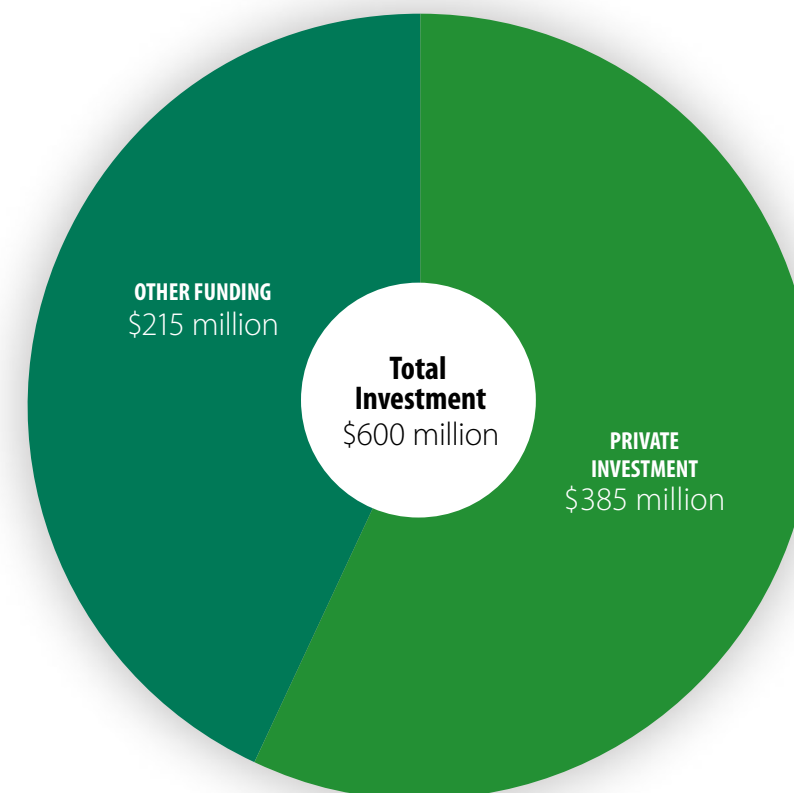


RESIDENTS SERVED



TOTAL REAL ESTATE DEVELOPMENT INVESTMENT

\$155 million is our **current construction spending** for 2021.



Economic Impact

CONSTRUCTION PERIOD DEVELOPMENT IMPACTS

TOTAL DEVELOPMENT: 2007-2021 | NUMBER OF UNITS 2,170
Reference Source: National Impact Of Home Building And Remodeling: Updated Estimates, April 2020, NAHB Economics and Housing Policy Group

Local Business Income

TOTAL IMPACT
\$253,890,000
\$117,000 PER UNIT IMPACT

Taxes & Revenue to Local Government

TOTAL IMPACT
\$121,322,530
\$55,909 PER UNIT IMPACT

Local Jobs

TOTAL IMPACT
2,713
1.25 PER UNIT IMPACT

RECURRING IMPACTS OF AFFORDABLE HOUSING

2021 | NUMBER OF UNITS: 4,400
Reference Source: The Economic Impact of Home Building in a Typical Local Area Income, Jobs, and Taxes Generated, April 2015, National Association of Home Builders

Local Business Income

TOTAL IMPACT
\$114,400,000
\$26,000 PER UNIT IMPACT

Taxes & Revenue to Local Government

TOTAL IMPACT
\$22,132,000
\$5,030 PER UNIT IMPACT

Local Jobs

TOTAL IMPACT
1,936

Fresno Housing At-A-Glance

Stabilize, focus, and extend activities to meet the mandate of Fresno Housing’s mission through good decision making related to sustainability, structure, and strategic outreach.

Sustainability

Build and maintain an innovative, engaged, visible, and sustainable organization, committed to its mission of providing housing for low-income populations.

STAFFING

- 215 employees
- 27 new hires
- 28 promotions
- 35 different positions posted during 2021

TECHNOLOGY

- 15 new dashboards created — DEI data — pipeline visibility tool
- Using data to improve resident outcomes and responsive, specialized new programming rolled out
- 257 households newly connected to the Internet through efforts to reduce digital divide

FACILITIES

Renovation of Administrative Office Lobby to better serve our clients — re-opening to the public by appointment in 2022

Structure

Maintain a committed, active, community-based Board of Commissioners.

GOVERNANCE

Board hired new CEO, Tyrone Roderick Williams beginning November 2021

Board Ad Hoc Committees on Development and Resident Services implemented new real estate financial reporting process and recommended resident empowerment budget proposals.

Strategic Outreach

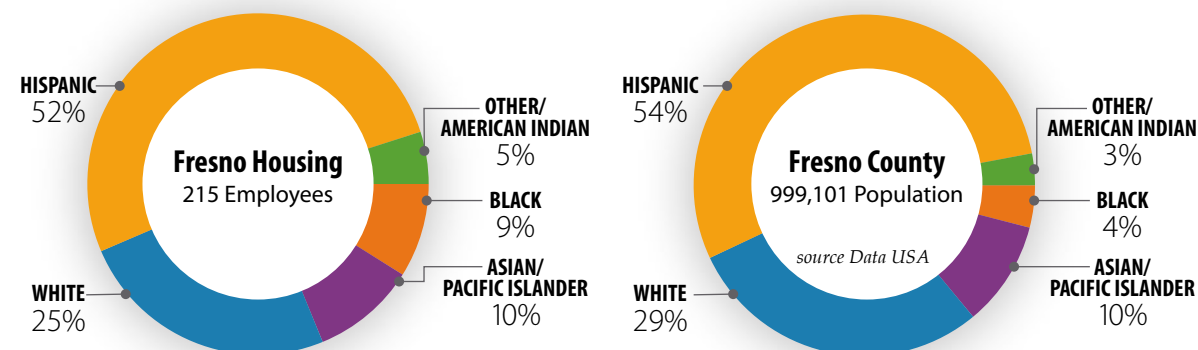
Heighten agency visibility, facilitate community dialogue about housing solutions, and build support for the agency and quality, affordable housing.

COMMUNICATIONS

- Publicly launched new website that exceeded 1 million page views
- Exceeded 10,000 followers on social media platform Facebook in 2021
- Promoted community resources applicable to residents such as emergency rental assistance, homeownership workshops, COVID testing and vaccination clinics, and food distribution opportunities

Our staff diversity reflects our community

The diversity of Fresno Housing’s team closely matches the diversity of our county.



Diversity, Equity, and Inclusion

Many strides were made in 2021 and more progress is planned for 2022. Diversity, equity, and inclusion (DEI) is about more than race or ethnicity, although racial equity is a key component. An inclusive workforce must welcome and value contributions from people of varied backgrounds and experiences.

First, we needed to assess where we are as an agency and address the gaps. Our Chief Diversity Officer Marc’ Body implemented workshops, training, and surveys.

- Formed diversity, equity, and inclusion agency workgroup
- Launched foundational diversity, equity, and inclusion workshop and training curriculum
- Engaged in Mental Health with underrepresented populations training

Vision

Fresno Housing will demonstrate how diversity, equity, and inclusion can transform a community.

Mission

Our mission is to influence the power of diversity through an increase in representation throughout multiple dimensions of diversity across the organization, specifically at the leadership level, and to highlight the importance of Fresno Housing’s culture of inclusion and belonging in accordance to the Agency’s behavioral standards and practices. As a public facing organization, we will use our knowledge, skills, awareness and an appreciation of diversity, equity, and inclusion to increase the Agency’s impact on creating and supporting vibrant communities throughout Fresno County.

Goals & Strategies

COLLEAGUES	CULTURE	PARTNERS	LEADERSHIP
GOAL #1 INCREASE THE POWER AND INFLUENCE OF DIVERSITY Increase the power and influence of diversity through all dimensions of diversity across the organization, specifically at the leadership level.	GOAL #2 CREATE A CULTURE OF BELONGING Elevate the importance of Fresno Housing’s culture of inclusion and hold everyone accountable for adhering to Fresno Housing’s behavioral standards.	GOAL #3 ACTIVATE DIVERSITY, EQUITY, AND INCLUSION THROUGHOUT THE COMMUNITY Use an appreciation of diversity, equity, and inclusion to increase Fresno Housing’s impact on creating and supporting vibrant communities throughout Fresno County.	GOAL #4 BUILD INCLUSIVE EXCELLENCE Increase diversity, equity, and inclusion communication, accountability, data, and awareness.

Read or download the DEI Strategic Framework online at fresnohousing.org/about-us/special-initiatives/

place

Fresno Housing develops and expands the availability of quality affordable housing options throughout the city and county of Fresno by growing and preserving appropriate residential assets and increasing housing opportunities for low-income residents. We serve approximately 46,000 families & individuals throughout Fresno County

Affordable Rental Housing

Fresno Housing manages and / or owns over **80 multi-family housing developments** throughout Fresno County.

Fresno Housing offers an **array of housing options** for residents of the city and county of Fresno who meet eligibility requirements.

Housing Choice Vouchers

HCV provides rental assistance to more than 13,000 eligible low-income individuals and families in Fresno County — enabling them to secure affordable, quality housing in diverse neighborhoods throughout Fresno County.

Eligible applicants who receive a voucher are responsible for finding an apartment or house in the private rental market.

Housing Choice Vouchers

The Housing Choice Voucher Program (HCV, formerly Section 8) is a federally funded program that provides rental assistance to eligible low-income individuals and families in Fresno County, enabling them to secure affordable, quality housing in diverse neighborhoods throughout Fresno County. Eligible applicants who receive a voucher are responsible for finding an apartment or house in the private rental market. HCV families pay a portion of the rent based on their income to the landlord. The balance of the rent — up to a certain established amount — is paid to the landlord by Fresno Housing.

There is a range of housing types and programs that serves a spectrum of individuals and families ranging from low-income, veterans, special needs, survivors of domestic violence, migrant workers, farm laborers, seniors, and youth aged-out of foster care. Each housing type and program has different eligibility requirements and rates applied to their share of rental assistance.

By The Numbers:

VOUCHERS

Fresno Housing administers nearly **13,000 Housing Choice Vouchers** that provide **housing assistance to approximately 35,000 residents of those nearly 17,000 are children.**



Housing Choice Voucher Residents (x1,000)

Fresno Housing received **298 Emergency Housing Vouchers**



Emergency Vouchers (x10)

INSPECTIONS

Fresno Housing believes our residents deserve to live in quality housing. In 2021, **our inspection team completed 15,108 inspections** to ensure the units meet our housing quality standards.



Inspections (x350)

NEW-RESIDENT MOVE-INS

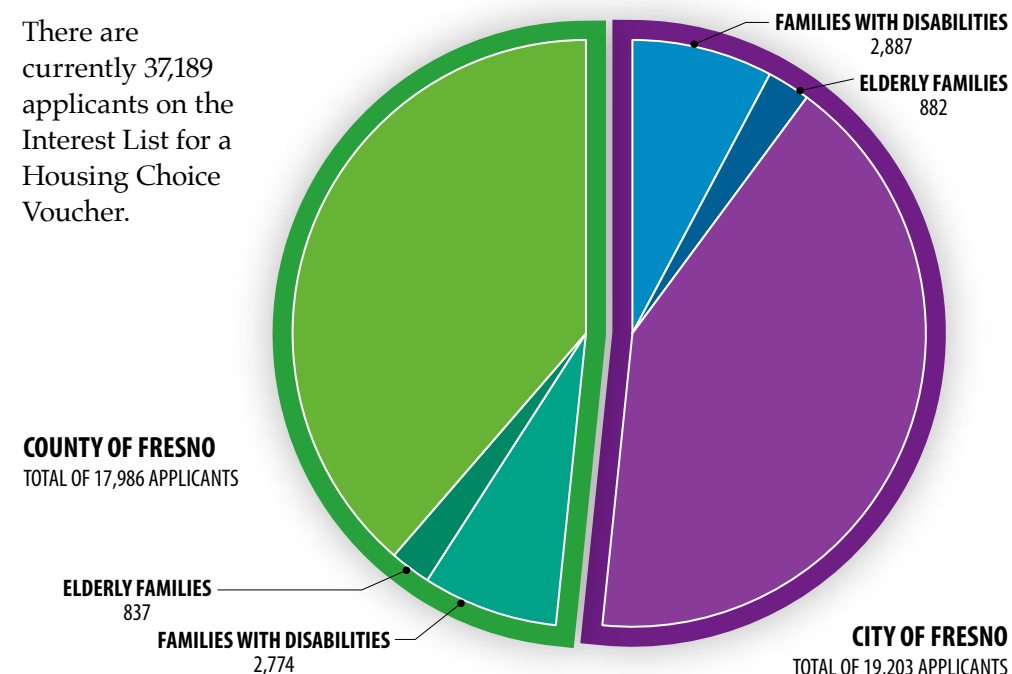
641 New-Resident Move-Ins in 2021



Move-In (x25)

HCV INTEREST LIST

There are currently 37,189 applicants on the Interest List for a Housing Choice Voucher.



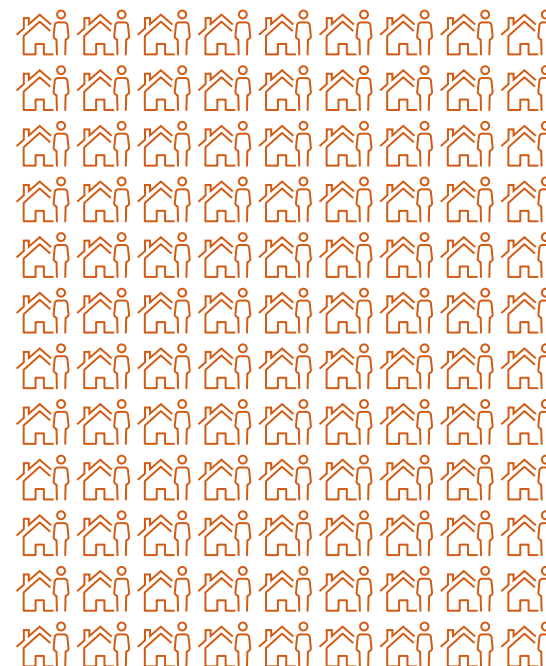
LANDLORDS

The HCV Program is a reliable funding source to both renters and landlords.

125 new landlords in 2021



Approximately **2,700 total landlords**



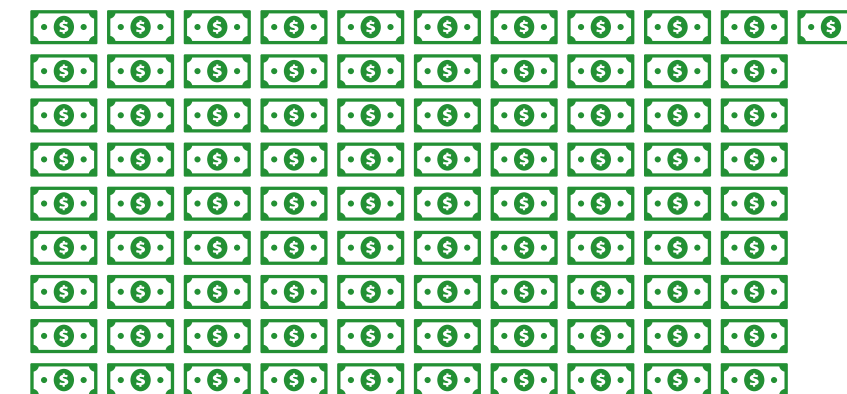
Landlords (x25)

Disbursed \$140,000 in 2021 through Landlord Incentives



Funds (x\$2,000)

Infused \$91 million into the local economy in 2021 through Housing Assistance Payments to landlords.



Funds (x\$1 million)

Updated Resident Portal

Fresno Housing developed and deployed a new Resident Portal, creating a more flexible and efficient experience for our residents and landlords. The new portal allows for improved access to information and forms, which saves residents a trip to the FH offices to drop-off documents. Overall, the feedback received from both residents and landlords has been overwhelmingly positive.

Landlord Outreach

With around 2,700 landlords enrolled in our HCV program, we have increased our outreach efforts and resources on our website as well as education opportunities. Additionally, FH has launched a pilot program incentivizing landlords to rent to voucher holders with barriers such as poor credit or rental history. Responsible landlords, with safe units are always in high demand. Please join us in encouraging landlords to visit our website or contact us to learn more about the benefits of the program.

Property Management

By The Numbers

INDIVIDUALS HOUSED IN MANAGED UNITS

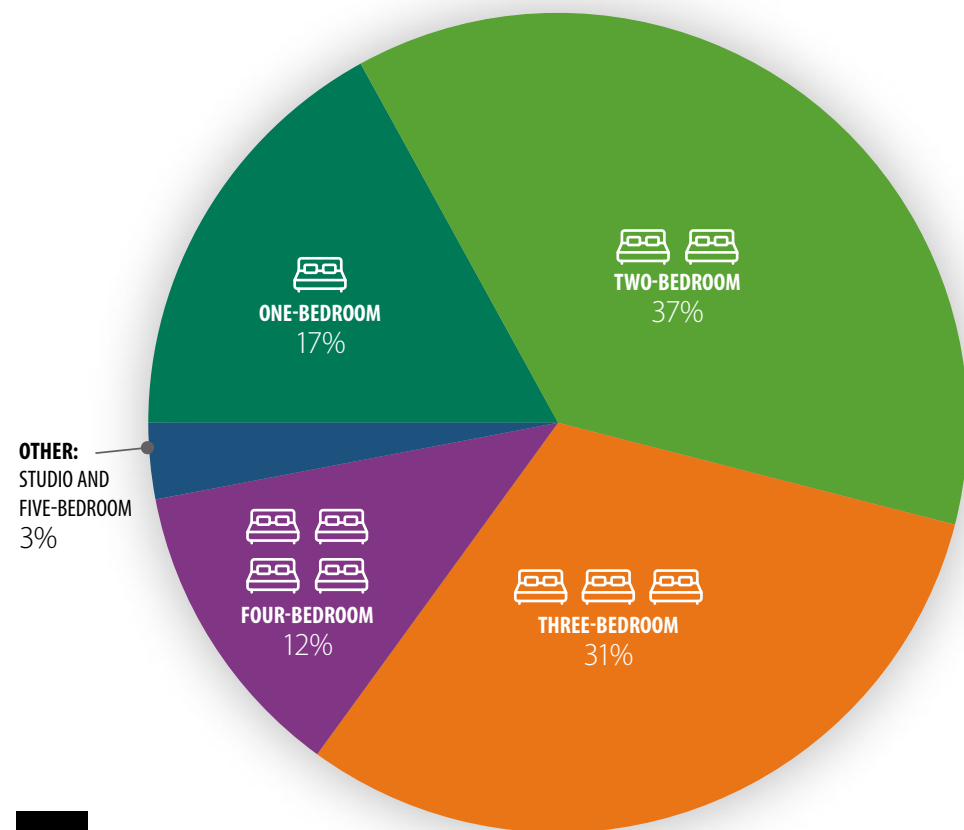
Fresno Housing manages units that provide housing to approximately **11,000 residents** of those nearly **5,500 are children.**



Residents (x100)

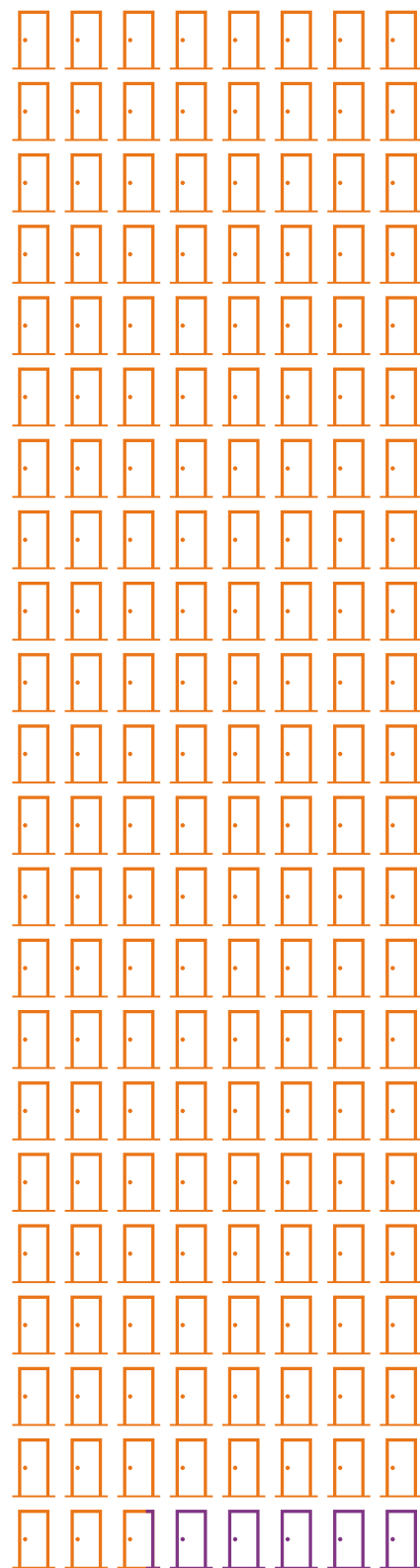
MANAGED UNIT SIZE

Of the housing managed by Fresno Housing, the majority of units have two- or three-bedrooms.



MANAGED UNITS

Fresno Housing manages **4,400 units** with approximately **97% occupancy.**



Units (x25)

Real Estate Development

Since 2010, FH has developed affordable housing assets valued at over \$600 million, bringing private investment of over \$400 million into the local economy.

Fresno Housing develops well-designed, quality housing that supports families, strengthens neighborhoods, and builds vibrant communities. Our developments aesthetically fit into the neighborhood in which they are built and include green space, community rooms, resident services, and more. We build to high sustainability standards ensuring energy efficiency, climate resiliency, and green space preservation.

Innovation & Creativity in Housing

In 2012, Fresno Housing adjusted our business model to act as the developer, long-term owner, and property manager of all our RAD properties, which allows us to build properties with a mix of units and amenities to meet the needs of modern families.

As an early adopter of RAD, FH was the fourth public housing authority in the nation to convert a public housing property using the program. We were the first in the nation to utilize RAD and the nine percent tax credits together.

As of December 2020, the Agency has completed 13 RAD developments totaling 937 units, utilizing nine percent and four percent tax credits to significantly rehabilitate 447 units through a combination of demolition/new construction, and has further utilized transfer of assistance to create an additional 490 new units, an increase of 236 units (93 percent).

Our business model invests in an internal Real Estate Development department that has become one of the most prolific affordable housing developers in the nation. Since FH began honing our skills as a developer in 2008, we have built 35 multi-family properties resulting in approximately 2,700 newly constructed units totaling \$600 million of investment in Fresno County utilizing state and federal financial tools like LIHTC, RAD, PBV, PBRA, HOME, ARRA, and HOPE VI.

In turn, these projects have generated over \$20 million in developer fees, which have been reinvested into our core programs and development activities to supplement and leverage federal dollars.

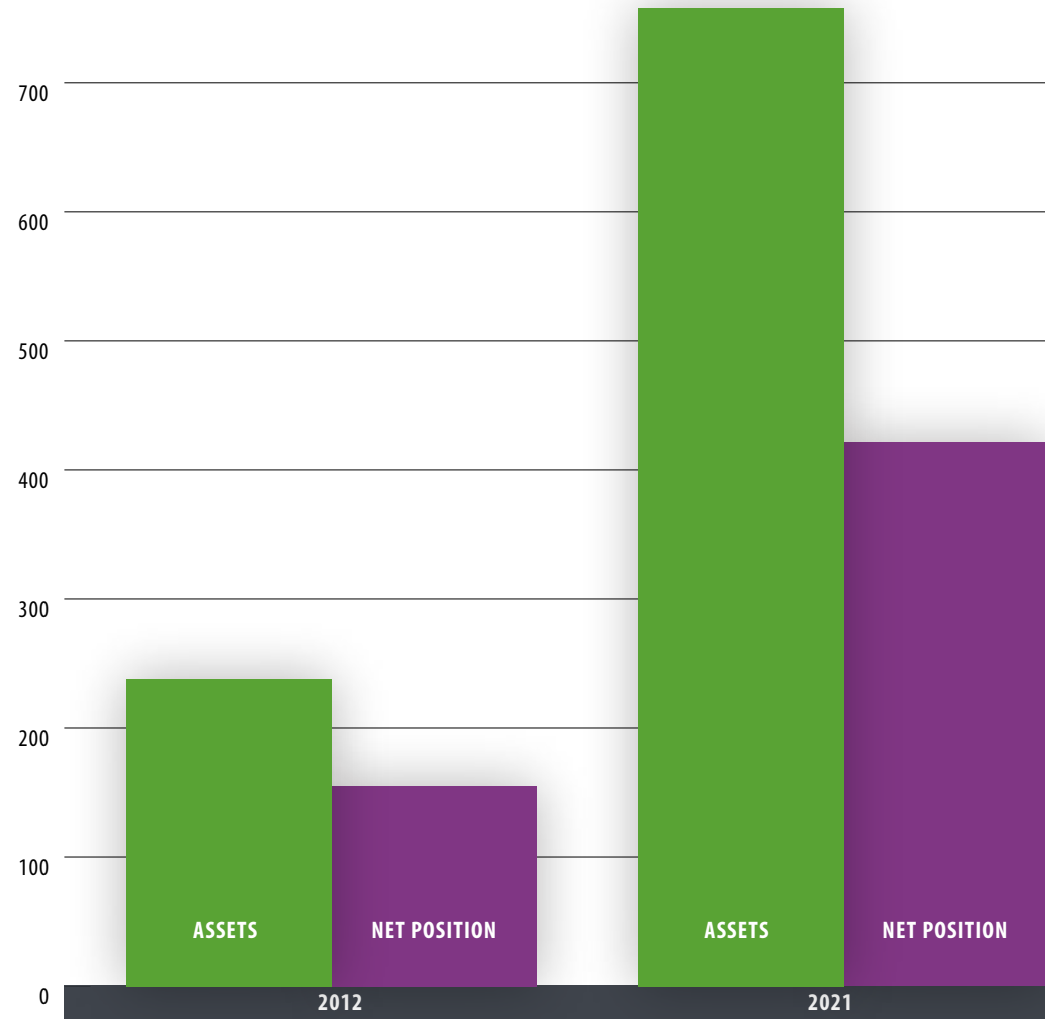
Our growth from 2012 to 2021 is a testament to the financial stewardship of the entire organization and proves that our business model is successful.

Of the over **80** Fresno Housing developments throughout Fresno County, **77% are managed by Fresno Housing** and **23% are managed by a third-party partner.**



Focusing on prudent financial management and asset growth

In 2012, FH had just over \$238 million in assets, and a net position of under \$155 million. As of 2021, assets have increased by almost 320 percent to over \$758 million and net position has increased by over 270 percent to just about \$421 million. Assets include Fresno Housing’s subsidiaries of Silvercrest and the Housing Relinquished Funds Corporation.



Defining Public Housing, Affordable Housing, and RAD

The terms “affordable housing” and “public housing” are frequently used interchangeably, however, they are two different types of housing with different qualifying criteria and financing. Public housing is affordable to residents because rents are subsidized. However, there are differences between public housing vs. affordable housing.

WHAT IS AFFORDABLE HOUSING?

Affordable housing is any home that costs less than 30 percent of the household monthly income and is made available to lower-income families at less than market value. Developers may receive a tax credit from the government (known as the Low Income Housing Tax Credit or LIHTC) if they designate a certain number of their residential units as affordable housing units. LIHTC provides incentives for private developers and investors to build affordable rental housing within communities. Developers and investors can qualify for LIHTCs to fund construction with a commitment to set aside a certain percentage of apartments in the development for low-income people.

WHAT IS PUBLIC HOUSING?

Public housing developments are overseen by the Department of Housing and Urban Development (HUD) and are administered by one local housing agency. Unlike private affordable housing developments that may only designate a percentage of their units for lower income families, public housing is wholly dedicated to qualified low-income households and /or those with qualifying disabilities.

WHAT IS RAD: RENTAL ASSISTANCE DEMONSTRATION?

RAD was created by HUD as a way to provide public housing authorities financing assistance to preserve and improve aging public housing properties. The program allows public housing agencies to leverage public and private debt and equity as a way to reinvest in the property. With RAD, units move from public housing to affordable housing, providing residents with Home Choice Vouchers. Additionally, residents benefit from a right of return after maintenance improvements have been completed, and they maintain the same basic rights they possessed in the previous public housing program.



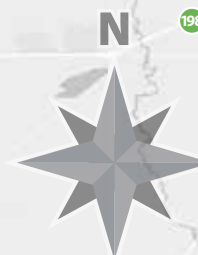
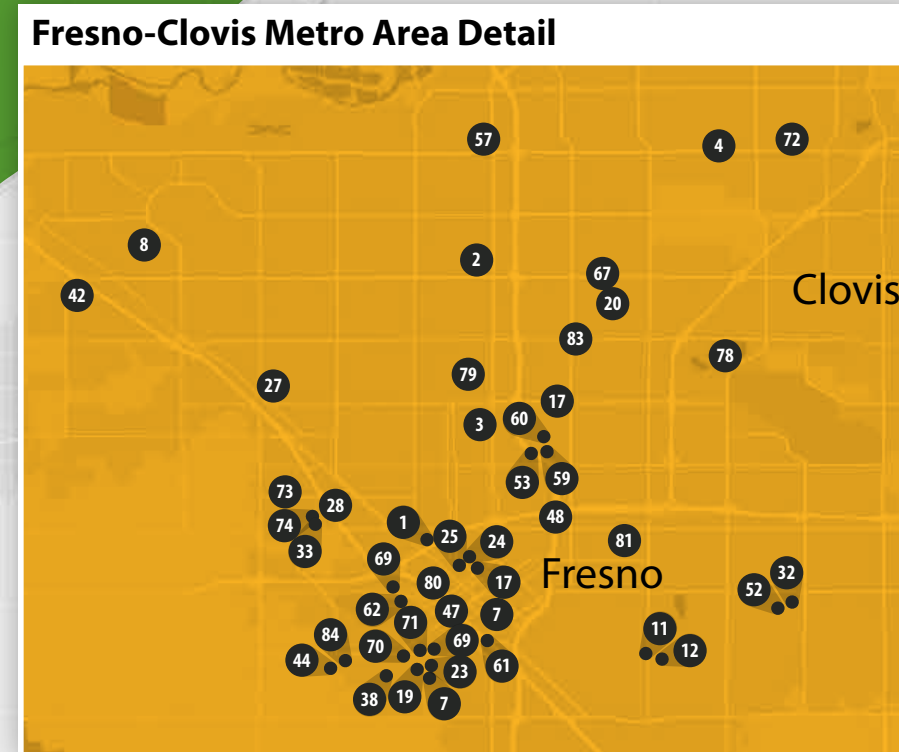
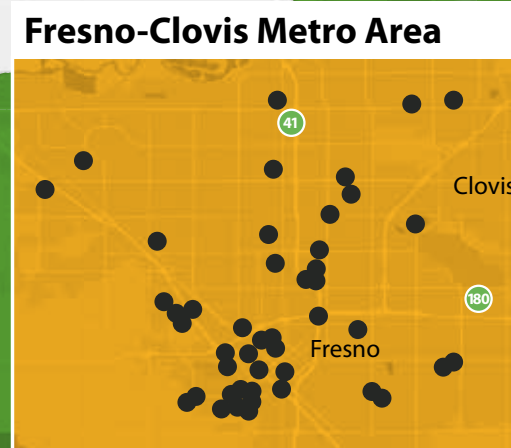
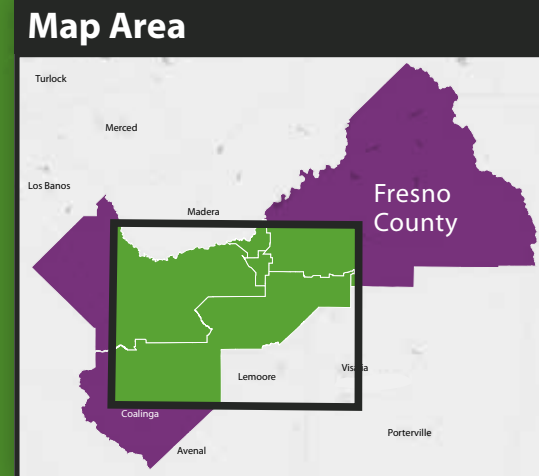
Our Housing Communities

We proudly serve communities throughout Fresno County including 17 cities.

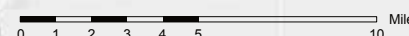
Property Names

- | | | |
|--|--|----------------------------------|
| 1 541 @ South Tower | 29 Granada Commons | 59 Renaissance at Parc Grove |
| 2 Alegre Commons | 30 Helsem Terrace | 60 Renaissance at Parc Grove IV* |
| 3 The Arthur @ Blackstone | 31 Huron Apartments | 61 Renaissance at Santa Clara |
| 4 Avalon Commons* | 32 Inyo Terrace | 62 Renaissance at Trinity |
| 5 Biola Apartments | 33 Journey Home | 63 Rio Villas |
| 6 Blossom Trail Commons | 34 Kings River Commons | 64 Rios Terrace |
| 7 Bridges at Florence | 35 Kuffel Terrace | 65 Rios Terrace II |
| 8 Brierwood Court | 36 La Joya Commons | 66 San Joaquin Apartments |
| 9 Cardella Courts | 37 Laton Apartments | 67 San Ramon Apartments |
| 10 Cazares Terrace | 38 Legacy Commons | 68 Sequoia Courts |
| 11 Cedar Courts | 39 Linnaea Villas | 69 Sierra Plaza |
| 12 Cedar Heights | 40 Magnolia Commons @ James Magill Plaza | 70 Sierra Terrace |
| 13 Citrus Gardens | 41 Maldonado Plaza | 71 Sierra Terrace Upper |
| 14 CityView @ Van Ness | 42 Marcelli Terrace | 72 Solivita Commons |
| 15 Corazón del Valle Commons | 43 Marion Villas | 73 Step Up on 99 |
| 16 Cueva de Oso @ William Shockley Plaza | 44 Mariposa Commons | 74 Sun Lodge |
| 17 Dayton Square Apartments | 45 Mendota Apartments | 75 Sunset Terrace |
| 18 Del Rey Apartments | 46 Mendoza Terrace | 76 Sunset Terrace II |
| 19 DeSoto Gardens | 47 The Monarch @ Chinatown | 77 Taylor Terrace |
| 20 El Cortez Apartments | 48 Monte Vista Terrace | 78 Viking Village |
| 21 Elderberry at Bethel | 49 Mountain View Apartments | 79 Villa del Mar |
| 22 Esperanza Commons | 50 Oak Grove Commons | 80 The Villages at Broadway |
| 23 Fairview Heights Terrace | 51 Orchard Apartments | 81 The Villages at Paragon |
| 24 Fénix @ Calaveras | 52 Pacific Gardens | 82 Wedgewood Villas |
| 25 Fénix @ Glenn | 53 Parc Grove Commons | 83 Woodside Apartments |
| 26 Firebaugh Elderly | 54 Parkside Apartments | 84 Yosemite Village |
| 27 Garland Gardens | 55 Parlier Migrant Center | |
| 28 Golden State Triage Center | 56 Paseo 55 | |
| | 57 Pinedale Apartments | |
| | 58 Renaissance at Alta Monte | |

* Pre-development



Visit fresnohousing.org for additional information, including the address and amenities for each property.



Our Newest Developments

ALEGRE COMMONS

- Opening 2022
- Partnership with Fresno County Department of Behavioral Health
- 42 Units
- Housing Type: Family, Supportive Services
- Fresno
- New construction



THE ARTHUR @ BLACKSTONE

- Funding awarded in November
- Groundbreaking 2022
- 41 Units
- Housing Type: Mixed Use, Supportive Housing for Transition Age Youth
- Fresno
- New Construction/Renovation





LINNAEA VILLAS

- Opening 2022
- 47 Units
- Housing Type: Seniors 62+
- Kingsburg
- New Construction

Sun Lodge

- Operational in early 2021
- Permanent construction groundbreaking: Summer 2022
- 98 Units
- Housing Type: Homeless, Supportive Services
- Fresno
- Renovation

Golden State Triage Center

- Operational in early 2021
- 48 units
- Housing Type: Homeless, Supportive Services
- Fresno
- Renovation

Step Up on 99

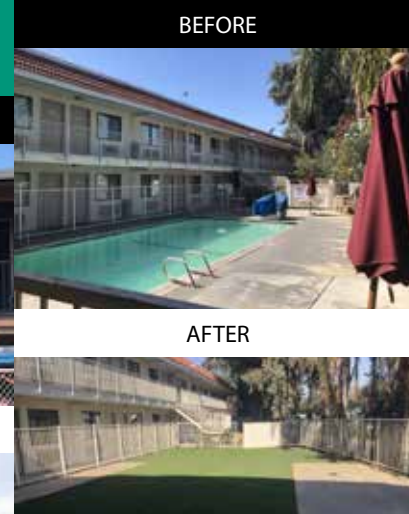
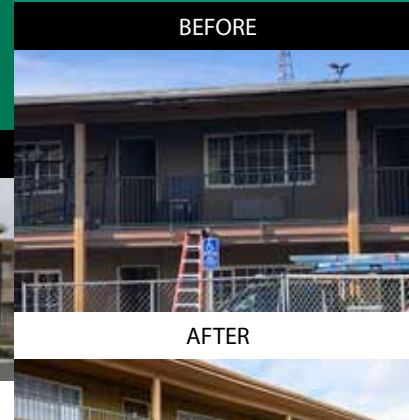
- Operational in early 2021
- 99 units
- Housing Type: Homeless, Supportive Services
- Fresno
- Renovation

Journey Home

- Operational in early 2021
- 80 units
- Housing Type: Homeless, Supportive Services
- Fresno
- Renovation

PARKWAY/HOMEKEY

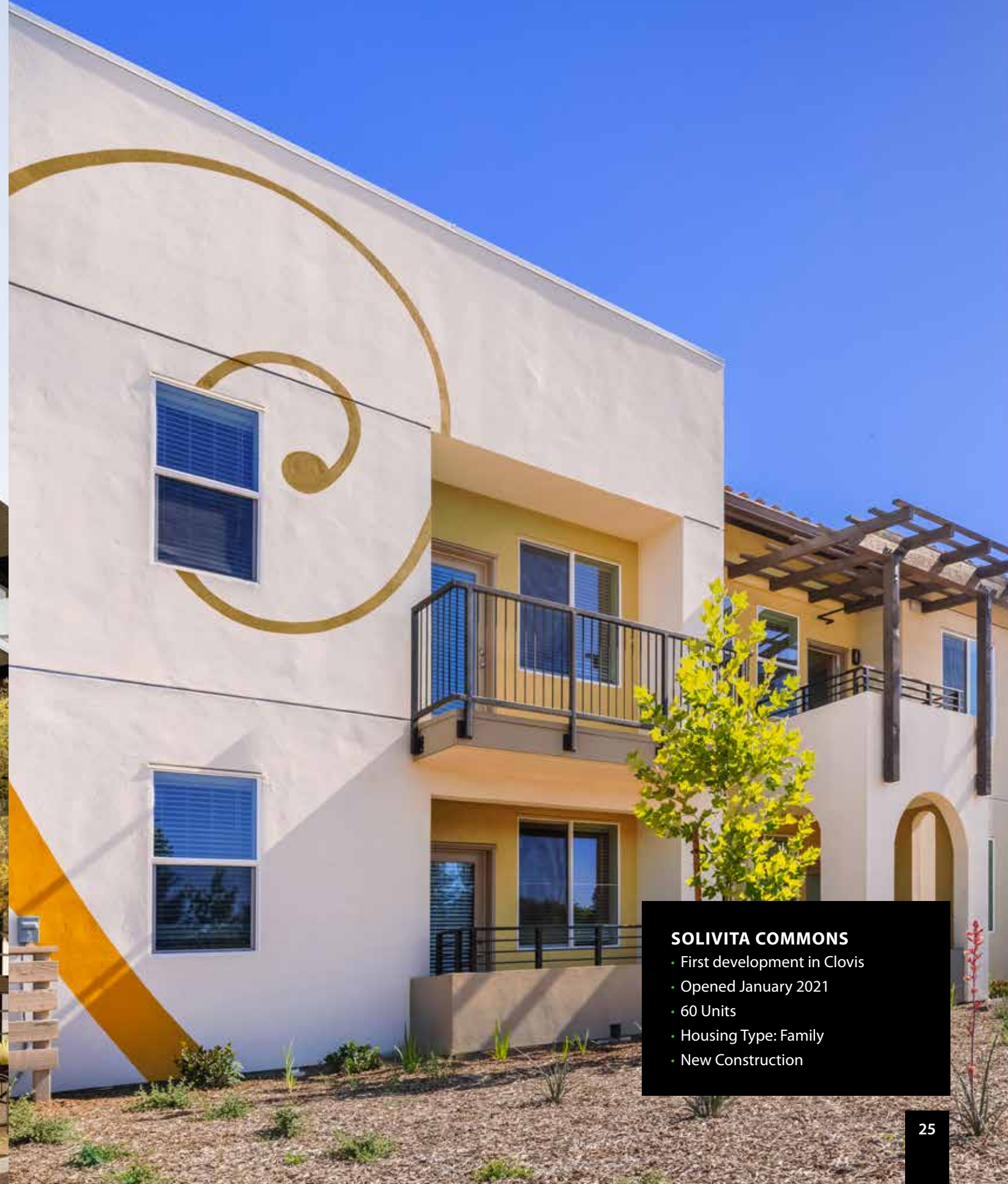
- Transformation along Parkway Drive
- Total of 325 units





THE MONARCH @ CHINATOWN

- Opening 2022
- 57 Units
- Housing Type: Workforce
- Fresno
- New Construction



SOLIVITA COMMONS

- First development in Clovis
- Opened January 2021
- 60 Units
- Housing Type: Family
- New Construction

THE VILLAGES AT BROADWAY

- Opening 2022
- Partnership with Fresno County Department of Behavioral Health
- Mural partnership with the Fresno Arts Council
- 26 Units
- Housing Type: Homeless Supportive Housing
- Fresno
- Renovation



THE VILLAGES AT PARAGON

- Opened November 2021
- Partnership with Fresno County Department of Behavioral Health
- 28 Units
- Housing Type: Homeless Supportive Housing
- Fresno
- Renovation

people



Fresno Housing is committed to supporting residents in achieving their goals. “Residents” means those in all of our programs, both at our owned and/or managed properties and those at private properties receiving rental assistance through one of our voucher programs.

In addition to housing, we offer innovative programs focused on achieving economic independence, educational success, and self-sufficiency, as well as programs to get and stay healthy and become involved in the community.

We engage residents by listening, learning, and researching. Meeting our residents where they are means that if a resident’s goal is outside of the Fresno Housing programming, we will connect them through our network of community partners and help them navigate the systems providing the desired support.

Current residents may contact their site manager for more information, or email info@fresnohousing.com.

Empowering residents

Workshops & Training

- **Meet the Employer-Quality Biomedical**
- **Workforce Connection-Valley Build:** 13 residents participated and received a certificate of completion
- **3,927** adult and youth participants in one or more **workshops or events**
- **807 hours** of youth virtual workshops and events offered
- **264 hours** of virtual learning through the after-school programs attended



Sherwin Williams Paint Certification

Sherwin Williams Paint Training program offered in June 2021 and November 2021.

Thanks to this training, I was able to obtain certifications and a job doing something I enjoy.

Alba Gonzales

Career And Section 3 Pilot Program

Fresno Housing concluded a pilot program launched prior to the pandemic, aimed at connecting residents to career opportunities. Many valuable lessons were learned, approximately 50 residents were connected to career opportunities, including their own entrepreneurial ventures. Another 30 residents were connected to resident empowerment coordinators for skills assessments and potential section 3 hiring opportunities in the future.

Construction Pathways

Residents learned more about the programs offered through various partners, such as Fresno Regional Workforce Development and their Bridge to Construction Classes, a 9-week course with Fresno City College.



Meals & food

An estimated **2,200 meals provided to families** during the pandemic.



California Avenue Neighborhood (CAN)

FH applied for and was awarded HUD funding through the Choice Neighborhood Initiative. The community has been engaged in a comprehensive neighborhood transformation planning effort to reinvest in the people, housing and neighborhoods in a small area of Southwest Fresno.

- **200 hours** of support and resident engagement for CAN through meetings, trainings outreach and conducting surveys.
- A total of **143 households** completed the CAN Community survey for a 62% response rate.

For more information, follow @WestFresnoCAN or subscribe to the newsletter at www.westfresnocan.org



Words cannot express how meaningful it was to be a recipient of the Education Advancement Scholarship from Fresno Housing. Thank you all at Fresno Housing, this support has made such a difference in my life!

Rocio Chavez
Scholarship Recipient



Scholarship Recipient Rocio Chavez with her parents

Education Advancement Scholarship

The Education Advancement Scholarship Program is sponsored by Fresno Housing and the Fresno Housing Education Corps. The Education Advancement Scholarship Program is designed to support the academic achievement of Fresno Housing students working to complete their higher education. Scholarships are awarded to individuals with career goals in the fields of education, public safety, medical, counseling, business administration, and more. In 2021, 91 applications were submitted. Sixty-two scholarships were awarded, ranging from \$200–2,000 totaling \$53,800. To date, nearly \$200,000 has been awarded to 212 residents.

Summer Tech Camp

Fresno Housing, in partnership with Bitwise Academy, host the Fresno Housing Summer Tech Camp, a two-week opportunity for 6–12 grade youth to get hands-on experience in the exciting world of technology. During camp, students learn computer construction from KANO kits, as well as block programming, advanced coding, and robotics. Students work both cooperatively and independently, to develop skills and complete a final project to showcase at the end of camp. Projects featured art and graphics, playable content, multiple levels, original music, and extensive coding. The final day of camp is an open house, combined showcase, and graduation ceremony. Families, partners, media, and other members of the community were invited to see the projects and to listen to the students present their work and experience.



public



Affordable Housing is a necessary component of DRIVE: 'Developing the Region's Inclusive and Vibrant Economy' Initiative

Amid a housing affordability crisis, Fresno Housing is generating public will by educating the community about how quality, affordable housing stabilizes families, improves neighborhoods, and accelerates the economic development of Fresno County. When residents have access to quality housing they can afford, they are better able to continue their education, improve their health, and access well-paying job opportunities.

The Central Valley Community Foundation's DRIVE Initiative is named with the acronym for the goal: Developing the Region's Inclusive and Vibrant Economy. As part of DRIVE, Fresno Housing collaborated with community partners, resident advocacy groups, and nationally-recognized consulting firm McKinsey & Company, to draft a 10-year investment plan. The plan focuses on developing the region's inclusive, vibrant, and sustainable economy and transforming the infrastructure and systems that exclude racial minority communities from shared prosperity.

For Fresno Housing, the DRIVE Initiative was a clear way to engage the Fresno community in discussions on housing issues and solutions — thus increasing community interest, participation, and education in affordable housing as a key component of a strong, sustainable region.

Three focus areas with 19 community investment initiatives were developed, including Permanent Affordable Housing (PAH). Fresno Housing is a co-sponsor of PAH along with the Leadership Counsel for Justice and Accountability.

Fresno's affordable housing challenges

Fresno's affordable housing challenges are multifaceted but can be distilled across four key areas: quantity, quality, affordability, and access.

QUANTITY

There is not enough affordable housing available in Fresno.

QUALITY

Existing affordable housing in Fresno is primarily substandard. The majority of the rental housing was built before 1980 — with about a quarter built before 1960.

AFFORDABILITY

Among low- and extremely low-income households, nearly 75 percent are rent-burdened, meaning they are paying more than 30 percent each month for their housing.

ACCESS

A history of land use policies and discriminatory rental practices have created inequitable development patterns, segregating Fresno along racial lines and leading to adverse life outcomes for low-income families who are disproportionately people of color.

Permanent Affordable Housing Plan

The vision of PAH is to overcome equitable, affordable housing barriers by creating, renovating, and ensuring access to quality, affordable units by 2030. When fully implemented, the PAH initiative will:

- Support over 22,000 households
- Improve housing quantity, quality, and stability for over 12,000 affordable housing units
- Provide supportive services for 10,000 families by 2030

Efforts would include anti-displacement measures and increased access for the lowest-income families.

The three focus areas and 19 initiatives of DRIVE

ECONOMIC DEVELOPMENT	HUMAN CAPITAL	NEIGHBORHOOD DEVELOPMENT
<ul style="list-style-type: none"> • Fresno-Merced Food Innovation Corridor • Betting Big on Small Businesses Owned by Women and People of Color • Second Office Fresno • Next Generation Aviation • Water for All • Sites & Spaces 	<ul style="list-style-type: none"> • Upskilling • Pre-Conception to Five • Integrated Data System • College Completion • Integrated K-16 System in High Growth Sectors • Teacher Workforce • UCSF Fresno Medical School Campus • Fresno Attracts Talent 	<ul style="list-style-type: none"> • Wealth Creation in Communities of Color • Downtown 2.0 • Fresno Opportunity Corridor • Civic Infrastructure for Low Opportunity Neighborhoods • Permanent Affordable Housing

partnerships

Fresno Housing is a trusted partner working with philanthropic investments and local organizations to create places where children are encouraged to achieve, families are empowered with resources, and residents have opportunities to become engaged in their communities.

Philanthropic Investment from The California Endowment and Kresge Foundation

The California Endowment (TCE) and Kresge Foundation (Kresge) invested a total of five million dollars — three million and two million respectively — towards Fresno Housing’s proprietary housing fund focused on affordable housing priorities.

Philanthropic funds were provided through investment loans to support affordable housing developments in high opportunity areas to finance mission-aligned affordable housing programmatic priorities.

The California Endowment shared, “Housing costs have dramatically increased in the Fresno area over the past several years making it unaffordable for residents. The California Endowment is proud to be able to support an organization like the Fresno Housing Authority that is focused on providing affordable housing to residents in the area.”

This philanthropic partnership represents the first investment that both TCE and Kresge have made with a housing authority. Fresno

Housing’s Chief Business Officer, Emily De La Guerra added, “We have innovated and refined our proprietary investment fund to demonstrate a sustainable financial model. We have a proven track record in affordable housing development and have been attracting outside investments in the form of private equity investors for years now. We couldn’t be more pleased with these philanthropic partnerships with TCE and Kresge, and we are confident they will be impressed with our ability to deliver.”

According to Michael Duarte, Chief Development Officer for Fresno Housing, “The five-million-dollar investment will support the development of affordable housing across three developments in Fresno County, including Avalon Commons in northeast Fresno, Corazón de Valle Commons in Huron, and along the parkway corridor near the Jane Addams neighborhood in Fresno. Additional loan proceeds will help finance affordable housing in areas of high opportunity and homeownership.”

Fresno Housing CEO Tyrone Roderick Williams added, “This philanthropic investment is very likely the first of much more to come. While it is a great start, the need for affordable housing options is greater than ever. We look forward to continuing to work in collaboration with the Central Valley Community Foundation, DRIVE, our residents, and other partners to fulfill our mission of creating vibrant communities throughout Fresno County.”

“This philanthropic investment is very likely the first of much more to come. While it is a great start, the need for affordable housing options is greater than ever.”

– Tyrone Roderick Williams
CEO, Fresno Housing

Boys & Girls Clubs of Fresno County

Fresno Housing has a long-standing partnership with The Boys & Girls Clubs of Fresno County (BGC), an organization that purposefully situates clubs within or near our properties. Together, we create safe and positive places for over 975 youth from various Fresno Housing communities at nine Club locations across the City and County of Fresno to engage in activities and programs.

Boys & Girls Clubs motivate members to graduate from high school on time, learn healthy behaviors, and develop strong character. BGC Youth Development Professionals foster supportive relationships and instill trust within the youth and their families.

Once school districts moved to distance learning spurred by the pandemic, Boys & Girls Clubs in partnership with Fresno Housing immediately tackled connecting kids with computers, Internet access, and the skills necessary to engage on virtual meeting platforms, like Microsoft Teams. We created physically and emotionally safe places for children to do their schoolwork and taught

kids the necessary skills to complete school assignments.

We coordinated with Comcast to set up children for success in their new digital classrooms with a combination of Distance Learning Hubs and BGC Camps. Members participated in arts & crafts, games room recreational activities and tournaments, STEM, education, career exploration, healthy habits, and physical activities.

Together with BGC, we provided access to additional resources while schools were closed, such as bulk meals, daily meals, educational supply kits, backpacks, special events (including holiday festivities and teen nights), and Toys for Tots.

Fresno Housing selected 10 Boys & Girls Clubs to receive free, high-speed Wi-Fi. In partnership with school districts, BGC pre-registered a cohort of youth ages 6–12 to complete their virtual school day a Distance Learning Hub at locations in West Fresno, Del Rey, and Mendota. This program meant that youth who had nowhere else to go — some whose parents were essential workers — had a quiet, safe place in a Fresno Housing complex to learn.



The Boys & Girls Clubs of Fresno County and Fresno Housing have a long-standing partnership with clubs based at nine of our communities serving over 927 youth.

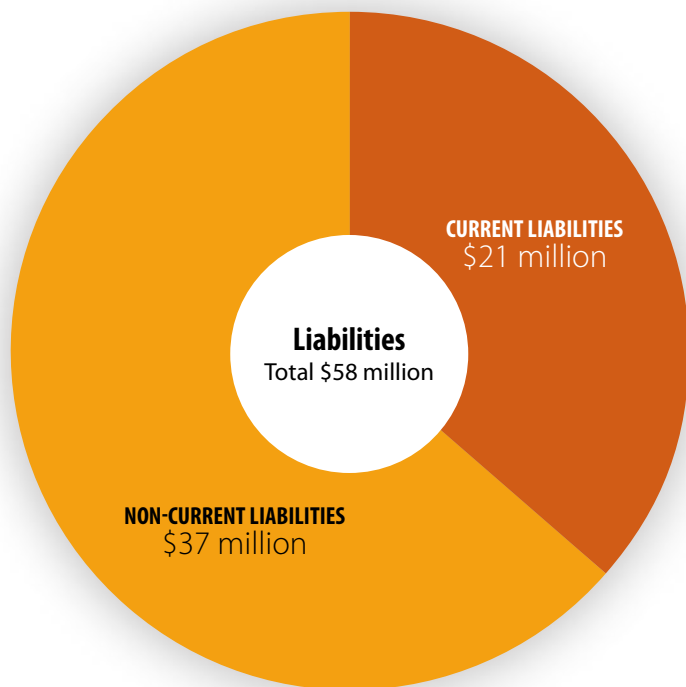
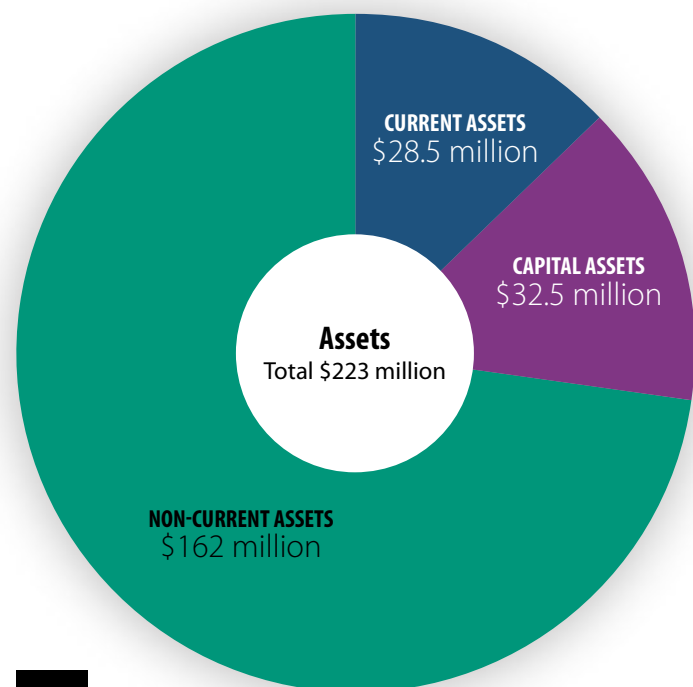


financials

Fresno Housing has actively managed our finances, investments, and assets for more than a decade. Our financial fortitude and good stewardship have allowed us to advance our strategic initiatives, build more affordable housing, and invest in our residents and community. With a strong balance sheet and a budget that invests in the priorities of our community, we are poised for continued growth and investment.

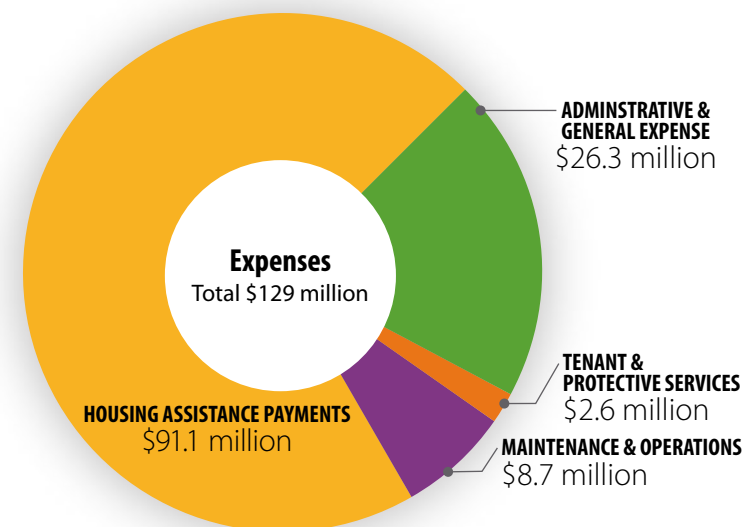
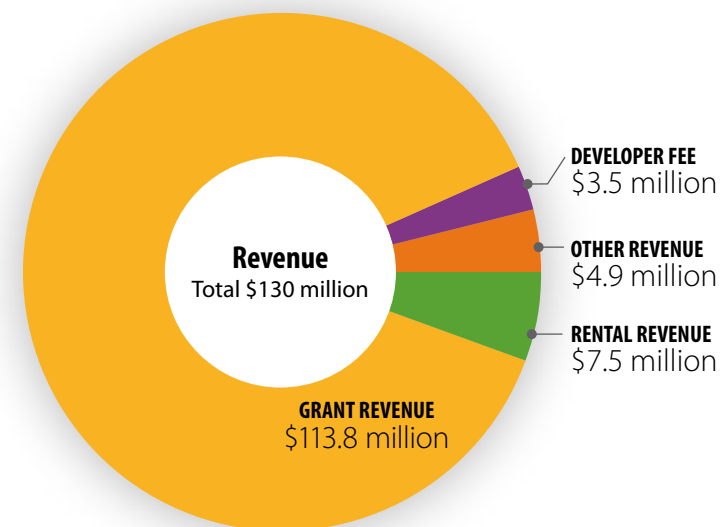
Assets & Liabilities

Current Assets	\$ 28,514,643
Capital Assets	32,515,220
Non-Current Assets	161,809,694
Total Assets.....	\$222,839,557
Current Liabilities	\$ 21,154,017
Non-Current Liabilities	36,533,241
Total Liabilities.....	\$ 57,687,258
Total Net Position.....	\$165,152,299



Revenues & Expenses

Rental Revenue.....	\$ 7,563,953
Grant Revenue.....	113,876,351
Developer Fee Revenue.....	3,501,806
Other Revenue.....	4,917,474
Total Revenue	\$129,859,584
Administrative & General Expense.....	\$ 26,301,839
Tenant & Protective Services Expense.....	2,604,123
Maintenance & Operations Expense	8,765,547
Housing Assistance Payments	91,120,339
Total Expenses.....	\$128,791,848
Net Operating Income.....	\$ 1,067,736
Non-Operating (Income)/Expenses.....	(19,585,412)
Increase/(Decrease) in Net Position.....	\$20,653,148



Financial Accomplishments

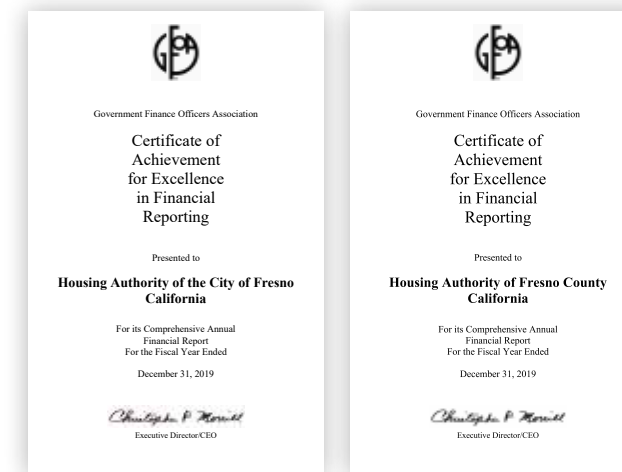
ECONOMIC IMPACT

In 2021, Fresno Housing ensured prompt and reliable payments to landlords and tenants of over \$91 million for housing assistant payments and utility reimbursements. We paid nearly \$69 million to vendors providing services and goods for our operation and developments. Approximately 60 percent of the vendors are located in Fresno County.

CERTIFICATES OF ACHIEVEMENT FOR EXCELLENCE: FINANCIAL REPORTING

In 2021, Fresno Housing received a Certificate of Achievement for Excellence in Financial Reporting for the fiscal year ended December 31, 2019, for both the Housing Authority of the City of Fresno and the Housing Authority of Fresno County.

Comprehensive Annual Financial Reports for the year ended December 31, 2020, for the Housing Authority of the City of Fresno and the Housing Authority of Fresno County were submitted to GFOA to apply for a Certificate of Achievement for Excellence in Financial Reporting Award.



AUDIT

An unmodified opinion with no findings and no management recommendations was issued for the year ended on December 31, 2020, audit for Housing Authority of the City of Fresno and Housing Authority of Fresno County.

We love our community

From cleaning up the neighborhood along Parkway Drive to celebrating new housing communities, from administering COVID shots to installing EV charging stations, and from coordinating food distributions to providing school supplies — and even orchestrating a visit from Santa — we respond to the needs of our community while taking action towards a brighter future. Take a glimpse of happenings from 2021.



FRESNO VIBRANT COMMUNITIES
QUALITY HOUSING ENGAGED RESIDENTS



*Creating and sustaining vibrant
communities throughout Fresno County*

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