



Fresno DRIVE Hub Leader Interviews

Year 1

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James Irving Foundation, the University of California Irvine, and the Fresno D.R.I.V.E Central Valley Community Foundation (CVCF) commissioned this project to assess civic engagement and community engagement within Fresno's traditionally marginalized neighborhoods and communities.

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Introduction

The purpose of the Fresno DRIVE Civic Infrastructure Initiative was to create a powerful, robust civic infrastructure that can transform disproportionately impacted neighborhoods from the ground up. In Fresno, there is a historical lack of political representation, systemic racism, and systemic barriers that have contributed to the social and financial capital advancement in communities of color. The lack of representation in decision-making spaces has contributed to extreme poverty and under-resourced neighborhoods. Neighborhoods impacted by social, economic, and racial barriers then repeat the cycle and continue to lack community voice and power. As a result, community-based organizations (CBOs) in Fresno, CA, have stepped in and contributed to immediate community needs and provided essential resources. To equip these trusted CBOs to break the cycle of disempowerment, the F, Civic Infrastructure Initiative, Initiative funded place-based CBOs to become equipped with knowledge and resources to create a network and space for civic engagement. The CBOs were placed in neighborhoods geographically bound to Neighborhood schools, as Neighborhood school zones are often recognizable by most in the community. These zones were then named *Neighborhood Hubs* to represent the space rather than placing emphasis on the CBO that manages the hub in order to foster real resident empowerment.

Neighborhood Hubs

The main task of Neighborhood Hubs, referred to as “Hubs” by the CBOs, is building civic infrastructure through strategies that build robust community voice and power, such as resident organizing, leadership and youth development, advocacy training, and cultural building activities. Neighborhood hubs were designed to be built with the help of CBOs, to help them build a civic infrastructure based on community-based values within the neighborhoods they represent. As the CBOs worked collaboratively and independently, these CBOs were also connected to the community with direct services and referrals. Lastly, the Hubs also have ongoing projects with residents that work to improve the quality of life of residents. These components were crucial to help address civic infrastructure.

The neighborhood hubs were centered geographically around the City of Fresno, where these residents experienced a lack of economical and racial advancement. These Hub sites were chosen to geographically serve these under-resourced neighborhoods. To provide backbone support to the hubs, two of Fresno’s large community-based organizations with proven civic engagement expertise, Every Neighborhood Partnership and Fresno Building Healthy Communities, were hired to be the hub intermediaries between Fresno DRIVE and the CBOs representing the hubs. The intermediaries have knowledge and experience in civic engagement, infrastructure, policy, advocacy, and community organizing. These intermediaries were hyper-localized around these Hub neighborhoods, which were place-based around Neighborhood school sites. The neighborhoods around these nine hub site neighborhoods allow residents to organize, host monthly meetings, and engage with neighbors through family-friendly community events, direct services, and organizational residential cohorts. The Webster neighborhood is split into two, Webster South and Webster North, and managed by two separate CBOs.

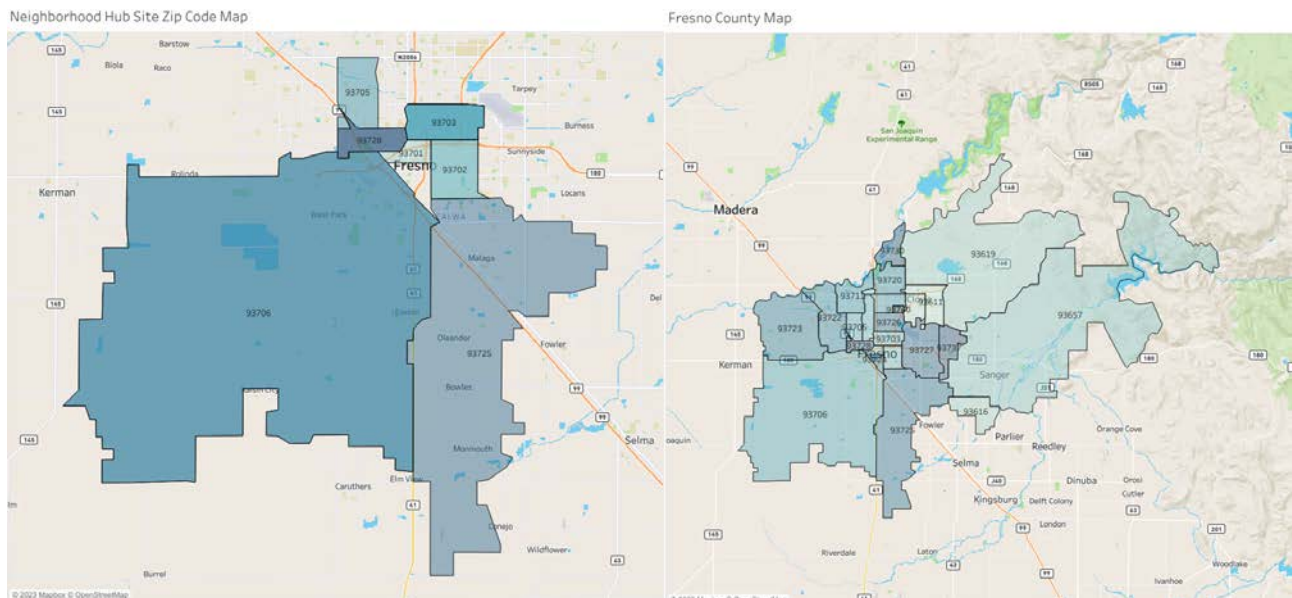
- Addams Hub — Live Again Fresno
- Birney Hub — A Hopeful Encounter
- Calwa Hub — Friends of Calwa
- King Hub—Street Saints

- Lincoln Hub — Image Church
- Winchell-Familias En Accion
- Jackson Hub—Jackson CDC
- Webster North Hub—Another Level Training Academy
- Webster South Hub — Martin Park

Neighborhood Hub Zip Code Maps

Fresno County and Neighborhood Hub Site Maps

Zip code maps were created in Tableau Software to highlight neighborhood demographics. These data maps serve to highlight disinvested neighborhoods in Fresno, CA. The City of Fresno zip codes were obtained from the City of Fresno GIS Data Hub. The Neighborhood Hub Sites were obtained from the Fresno Unified School District. The major zip codes the nine Neighborhood sites serve are 93701 (Webster North and South), 93702 (Jackson and Winchell), 93703 (Birney), 93706 (King and Lincoln Neighborhood Hubs), 93725 (Calwa), 93728 (Addams).



A link is provided to interact with the maps and visualize the streets and the residents the Neighborhood Hub sites continue to serve:

https://public.tableau.com/views/DRIVENeighborhoodHubSiteZipCodeMap7_5_2023/NeighborhoodHubSiteZipCodeMap?:language=en-US&publish=yes&:display_count=n&:origin=viz_share_link

Community-Based Participatory Research Project

The protocol integrated a community-based participatory research (CBPR) approach conducted by the Central Valley Health Policy Institute. The purpose of CBPR is to integrate community-based organizations, researchers, and community residents to collaborate throughout the research project. This can include integrating the residents into the planning, research design, implementation, evaluation, and deciding how to incorporate residents into the overall process best. Community-based participatory research aims to address health disparities and approach research from an equity framework. CBPR also helps create sustainable interventions and programs for the community to help improve health outcomes by equipping them with the skill set and tools to conduct their own research. It has also helped with health disparities and created culturally concordant and sensitive programs to address community needs (U.S. Department of Health and Human Services, 2018).

Qualitative Research Questions

Hub staff and intermediaries co-developed research questions that were to be addressed in the quantitative and qualitative aspects of the evaluation. Questions pertaining to Hub leadership were chosen to be part of the qualitative process:

- A. How are Hubs passing down knowledge to the community?
- B. How are Hubs showing the change in the neighborhoods they are working in?
- C. Hubs are Hubs building deep relationships with communities?

These were consolidated into one overarching question:

1. What are the HUBs doing to engage community members in addressing community needs?

While doing the quantitative data collection, it was also made clear to CVHPI staff that further qualitative questions were needed to tell the whole story of how Hub staff is evolving and CBOs are transitioning service-oriented work scopes into civic engagement.

2. What are the HUB leaders learning about the issues and organizing efforts that most engage the members of their community?

Methods

Hub site leaders and Recruitment

Thirteen hub site leaders completed interviews between February 2023 and March 2023. The hub site leaders were the leading Hub activities for their respective non-profit organizations. Hub site leaders were chosen based on their ability to answer questions about the organization's activities within the Hub and past attendance at CVHPI research workshops. The Hub Intermediaries referred names of potential participants to CVHPI staff.

Focus Group Guide

The focus group guide was co-developed by the research team and staff from Central Valley Community Foundation based on research questions developed by Hub members who attended CVHPI research workshops. The focus group guide sought to go more in-depth to some of the questions asked about civic leadership development in the surveys given to Hub staff. The questions were centered on civic infrastructure, policy change and advocacy, hub site leaders' job roles and leadership, neighborhood engagement, organizational structure, and capacity-building. Additionally, the hub leaders were asked

questions about their personal development. They were asked specific questions about how they emerged as leaders in those Hub site roles. Hub leaders were also asked to reflect on the communities they served and the impacts they had on their communities. The research team checked to evaluate and gain the perspective of the Hub leaders and their roles with their community and the residents they served. The focus groups happened through a Zoom environment where a facilitator and note-taker were present to collect the data.

Research Protocol

California State University, Fresno Institutional Review Board in May 2022, approved the protocol. All hub site leaders provided verbal informed consent to participate. The audio recordings and transcript were saved in the University's Zoom, password-protected interface. The interviews lasted between 30 minutes and 60 minutes. The hub site leaders did not receive compensation for participating in the interview.

Internal Validity

Facilitators met prior to the focus group to ensure uniform interpretation of the focus group guide questionnaire. The research team met at the end of the focus group to go over the coding of the themes. Each coder worked independently on one interview and gathered to discuss and review codes and themes.

Data Analysis

Grounded Theory Analysis

The qualitative focus group responses were analyzed using grounded theory. This method takes induction, deduction, and verification into account for the research process. This method has data collection and analysis occurring simultaneously, resulting in a different research process altogether. First, a research problem is proposed, but there are no hypotheses at first, only questions about a phenomenon. Next, "provisional distinctions" emerge by coding the data. The researcher must then return to the field (collecting surveys or focus groups or talking with other researchers) to verify the codes through gathering more data, which leads him/her/they to code again. However, throughout the whole process, the researcher must keep making sure that the codes are directly tied to the real world that the data represents. A purging process must happen where the importance of each code is assessed, and the codes that appear most often must be kept and tested for parsimony. Modern grounded theory always contextualizes the codes to be based in the real-world experiences of the respondents. Themes were provided in Word Cloud mode to show major over-arching themes of the analysis of the focus groups related to civic engagement, capacity-building, and civic leadership development.

Site Specific Analysis

The research questions are based on the evolution of civic engagement within each neighborhood. While the Hub site leaders have gone through similar experiences in their capacity-building journey with

CVCF staff and the Hub Intermediaries, they are employing their own practices based on each community. Therefore, the research staff analyzed the data and developed themes within each site. The themes were organized across the three domains of the questions within the guide: civic engagement, capacity-building, and civic leadership development.

Results (Nine Neighborhood Hub Sites)

Summary of Hub Site Themes

Table 1 summarizes the top themes identified by each hub relating to questions about laying the groundwork in their neighborhoods for civic engagement. Hub site leaders were asked about specific activities they were doing to help build up their hub as a place for civic engagement within their neighborhoods and, more broadly, what activities they thought would be helpful in building up civic engagement.

Table 1. Neighborhood Hubs: Civic Engagement

Neighborhood Hubs	Top Themes	Frequency
Addams	Community Engagement	2
Birney	Consistent Community Engagement	2
Calwa	Building Community Power and Voice	2
Jackson	Advocating Community Resources and Needs	1
King	Increased Community Engagement with Churches and Apartment Complexes	1
Lincoln	Direct Service Work	2
Webster North	Increased Community Engagement	3
Webster South	Building community power and voice	1
Winchell	Sustainability with Donations	4

Note: The table consists of the top themes associated with Civic Engagement for the nine Neighborhood Hubs

Several of the hub site leaders identified ongoing community engagement activities to build trust and community with the hub site residents. Being a consistent presence was important, as well as giving back to the community so they could see the hub as more than just an extractive organization within the community and not part of it. However, several hub site leaders did identify that they were beginning to

build community voice and creating opportunities for community members to be heard in public decision-making processes.

Table 2 identified major themes that hub site leaders identified when asked about specific civic engagement activities that each hub had already engaged in with neighborhood hub site residents. Since the hubs are new, most of these are centered on capacity-building activities for residents. These included trainings for residents, collaborating with other local CBOs, and hiring from the neighborhood to build up employment opportunities in the area.

Table 2. Neighborhood Hubs: Capacity-building

Neighborhood Hubs	Top Themes	Frequency
Addams	Creating Community Employment Opportunities for Residents	4
Birney	Build Capacity Training	1
Calwa	Collaboration with community health-based organizations (CBOs), initiatives, or schools to improve health outcomes.	1
Jackson	Collaboration with community health-based organizations (CBOs), initiatives, or schools to improve health outcomes	1
King	Resident cohort leadership for Training and Events	2
Lincoln	Expand Staff Size	2
Webster North	Expand Staff Size	2
Webster South	Continue Education	1
Winchell	Challenges with Community Space	1

Note: The table consists of the top themes associated with capacity-building for the nine Neighborhood Hubs

Hub site leaders were also asked to discuss what additional resources they needed within their hubs and in their organizations to be able to build a sustainable hub. Some organizations identified the most immediate need to build trust within their neighborhoods. Hub site leaders noted how residents in those neighborhoods faced many immediate challenges that needed to be addressed before they could be seen as trusted leaders to engage them in civic-oriented work. Others noted that the diversity of their hub site did not match that of the residents within the hub geography, and thus more multilingual staff was needed to be able to do more representative outreach. However, some were hopeful that

even with the lack of resources, hubs were actively resilient in their civic work, just as they have been with their service work.

Table 3. Nine Neighborhood Hubs: Civic Leadership Development

Neighborhood Hubs	Top Themes	Frequency
Civic Leadership Development		
Addams	Building trust and developing relationships with community members	3
Birney	Building community trust and developing relationships with community members	2
Calwa	A need to increase Multilingual Staff	1
Jackson	Increase in Multilingual Staff	2
King	Increase trust and gain community support	3
Lincoln	Language Barriers	1
Webster North	Leadership development	2
Webster South	Personal connection with community service	1
Winchell	Resiliency	1

Note: The table consists of the top themes associated with Civic Leadership Development for the nine Neighborhood Hubs

Fresno BHC Intermediary

Addams Neighborhood Hub

Civic Engagement

The Hub site leader described the civic-oriented work and community engagement as what the organization has done with residents to address their neighborhood's needs and concerns. The hub site leader described how community meetings have been an effective tool to build connectedness and collectiveness within their community. The community has come together to show their efforts by participating in meetings. In these meetings, they discussed what changes needed to be made to help improve the conditions of their neighborhoods. In this, there is a continuous development of the community as they continue to collaborate on ways to improve their communities, addressing what advocacy means to the residents and how they can bring change. In the future, they want to advocate for street city clean-ups and lighting for their neighborhoods. In this region, they lack infrastructure and well-lit neighborhoods.

Addams's community strengths involved the advocacy to increase residential neighborhood city clean-up efforts. Thirty residents participated in city clean-ups. As a result, residents are invested in the neighborhoods. Future advocacy for this organization involves the development of city lights, trash removal, and addressing homelessness. In addition, the organization has worked to expand services at motels in East Fresno and 314 mobile homes.

In the neighborhood, the residents voiced how to improve direct needs and services for their communities. The organization's strengths involved expanding services and hub efforts. Residents' drive and collaboration have enhanced their outreach efforts and successfully hosted family-friendly events. These family-friendly events entailed potluck-friendly neighborhood events, which spearheaded strengthened community engagement. Additionally, there have been improvements to their direct services using mobile food distribution routes. These mobile food routes have helped schools and families that lack transportation. The team has also worked to establish future connections to the schools and address food routes for youth that experience food insecurity.

To assist residents with additional resources, the hub site leader stated the importance of the expansion of hub staff. The hub site leader wanted to continue to expand on hub staff support and the community needs beyond community events and food services. The hub site leader also indicated that creating more events and more than direct services could help improve living conditions for residents. In addition to direct services, the residents have helped with residential volunteers participating in neighborhood trash clean-ups.

While volunteer residents can build upon civic infrastructure and future job opportunities for residents, the hub site leader indicated challenges due to funding. Although funding is present, the hub site leader stated that funding is needed to acquire more building space for residents and the community to participate in meetings or even family-friendly events.

Adams Civic Engagement Word Cloud



Capacity-building

The Hub site leader also wanted more residents to join the discussion and increase the number of resident volunteers to do the work. The hub site leader and staff developed outreach materials to engage more community residents. The outreach materials were used for canvassing and informational sheets for residents to become volunteers.

The residents have worked to establish more community events, potluck-friendly neighborhood events, and the creation of community trust. To build upon capacity-building, the organization hosted a Christmas food box giveaway, and others volunteered to help cook for the community.

The Hub site leader wanted to emphasize the importance of hiring volunteers and how the CBO created job opportunities. The main emphasis is to hire community residents and create a more extensive staff. Currently, the staff has rallied a cohort of volunteers to help with volunteer trash clean-ups. The hub site leader has addressed that the team has wanted to expand efforts in a larger space for residents to gather and where they can continue to implement community organizing. To begin the process, the hub site leader and staff developed outreach materials to engage the residents.

The Hub site leader and the staff have taught the resident leaders how to canvass neighborhoods, utilize outreach material, and engage with community residents. In turn, the residents are willing to learn, and the team has taught them how to engage with empowerment and civic voice. Ongoing education continues to be introduced to community residents on advocacy and how to independently advocate for the community's needs.

The challenge to engage more in capacity-building is the need for more space for the residents. The hub site leader had expressed that more significant buildings create equitable spaces for the residents to have easier access to resources and host more community meetings. Adequate space is needed to host monthly meetings, so residents do not have to travel to lengths to attend monthly meetings.

Adams Capacity-Building Word Cloud



Civic Leadership Development

Hub site leader staff addressed how the community and residents lacked trust because the residents have not seen change and continue to experience broken promises due to local legislation policies.

Community trust is a hallmark of civic leadership development because the community has learned to develop trust within the CBOs. The hub site leaders and the organization's volunteers have noticed how the community is slowly coming together to trust the community-based organization. Hub site leaders and staff have witnessed the growth of community trust as the residents have come together, participated in meetings, and hosted family-friendly events. The hub site leader has also encouraged more residents to participate in the work. There has been a challenge to engage more residents. Although the hub site leaders would have liked to see more resident involvement, the staff continued to see growth with the residents that have stayed on as long-term volunteers. These volunteers learned to cultivate engagement and implement more community, family-friendly events. Volunteers and hub staff continue to foster a sense of community with residents.

Below is a narrative from Addams Neighborhood about the importance of strengthening relationships and establishing trust. It is important in this region because they have experienced historical mistrust:

"I know we've had one who's been here in the neighborhood over 50 years, and it took a couple of months. But there were concerns she had, and we, you know well, can help you in this way. When she needed something, we showed up and were consistent with her. And then she had new other neighbors that had been there about the same amount of years, and she kind of like spread the word like you could trust them. So, I mean, that was a big challenge was trying to get them to trust us."

-Addams Neighborhood Hub Site Leader

The hub site leader also addressed the importance of staff development within the organization. There has been upward mobility for staff to retain higher positions with career advancement opportunities. The hub site leader started as an intern and is now a full-time staff member. The hub site leader had the chance to grow within the organization as a leader and had personal community development with the residents.

The hub site leader indicated that although there are two full-time staff, more staff must be addressed to address the language barriers and maintain connectedness with East Asian residents. More staff are required to engage with monolingual Spanish-speaking residents. To alleviate the language barriers, the organization will recruit five possible leaders who want to advocate for their community and are bilingual. There are only two full-time staff to participate in the DRIVE hub work. The staff roles include one person who works to create monolingual Spanish-speaking flyers and distribute surveys to the residents. In addition, the hub site leader stated that they continue developing outreach materials to canvass the neighborhoods. When the leaders canvass neighborhoods, they also distribute surveys and collect that data from the residents. It would also be beneficial for the staff to have a male presence to engage with male residents. This would help gain the trust of males to participate with their families and spouses.

Civic leadership development challenges include the need for multicultural staff to address all community members. Additionally, there have been challenges with access to resources.

Overall, the hub site leader mentioned that the training hosted by Central Valley Health Policy Institute has helped with data collection and survey distribution to the residents. In addition, it allowed the organization to alleviate some of the challenges of data collection and the process of collecting data.

Adams Civic Leadership Development Word Cloud



Birney Neighborhood

Civic Engagement

Hub site leader described that civically oriented work and community engagement involved community connectedness and the creation of a healthy, functional society. They have done this with engagement with direct service work and literacy services with the Hmong-speaking population. The hub site leader shared how the organization has continued to have consistent community engagement with the community. Hub staff have worked by engaging community residents to canvass neighborhoods. The collaboration with hub staff and residents canvassing together has increased resident participation. It has led to ongoing and consistent community engagement between the hub site leader, staff, and residents.

The hub site leader discussed how they emerged as hub site leaders. The work before this role consisted of work through direct, primary service work. The organization worked to provide literacy services for the community.

The Hub site leader highlighted the importance of collaboration amongst other non-profit organizations, schools, and local legislation to invest in disinvested communities to improve health outcomes. They also encourage residents to be engaged with local leaders and increase their civic voice so that local legislators can listen to residents and their community needs.

The organization's strength also highlights youth advocacy development. The strengths are around youth-led civic voice, leadership, and advocacy. The youth-led volunteers have strengthened their leadership and advocacy by meeting weekly or bi-weekly to discuss how they can improve the environmental conditions in their neighborhoods. The youth are in the process of developing accessible

green spaces in the Birney neighborhood. The high school youth have created resource-sharing, volunteer-led opportunities for high school youth to gain leadership skills.

The persistent community engagement and meetings have helped with direct primary service work, and the challenge is having local legislation and city council members present at their events or meetings. The hub site leader would want local legislation, city council members, and decision-makers to be present in the community, especially for community events. The hub site leader expanded on the importance of local policy and the city council's presence because of the advocacy for their community and needs. The hub site leader hopes that by advocating for their needs, the residents can experience improved quality of life in their neighborhoods.

Challenges also exist with securing funding. The hub site leader voiced the importance of funding to help with organizational structure and tasks of the daily work operations. Financial capital would also ensure more inclusive resident training, workshops, and educational literacy around empowerment, increase civic voice and embrace culturally concordant services.

Birney Civic Engagement Word Cloud



Capacity-building

The Hub site leader and staff helped residents get involved with the resident cohorts and offered leadership development training. In these cohorts, the residents continue to meet monthly, bi-weekly, or weekly meetings. As a result, the resident leaders come together to create safe community events and have a sense of community connectedness.

In capacity-building, the hub staff have developed high school volunteer youth leadership programs and helped youth with community organizing. In these meetings, youth leaders are the primary voice, and the hub staff are facilitators within community youth organizing. The hub staff facilitates and actively teaches youth about community organizing, and the youth have learned to develop training in advocacy for other incoming high school volunteer youth. Youth have met bi-weekly and monthly to discuss environmental justice and how they can improve their neighborhoods.

The hub site leader wanted to establish more connections with local legislation and city council members to enhance capacity-building. Additionally, the staff would also like to see more cross-collaboration between organizations, schools, and other institutions to advance and improve health outcomes in the neighborhood. These continue to be challenged, and the hub site leader has hoped for more participation from these local leaders.

Birney Capacity-Building Word Cloud



Civic Leadership Development

The hub site leader emphasized how important it was to establish community connectedness. It was a complex process. To help establish community connectedness was to enhance their direct primary service work. Language barriers were the primary need to serve their community. The hub site staff would translate utilities, Medicaid, Medi-Cal, or PG&E documents to alleviate language barriers. While they have worked to gain the residents' trust in their community, the lack of building space has made it difficult to connect with residents. It created barriers to trusting the hub and its work.

Below is a narrative from the hub site leader about how the residents have learned to trust the organization and how residents want to improve their neighborhoods.

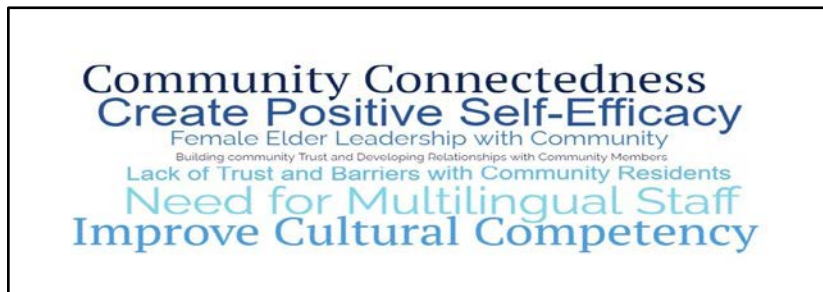
"When we became a hub, and we made our home here in the Birney neighborhood. One of the biggest challenges was to build that relationship with our residents right and getting to know them and then gaining their trust. And so, it's been about two to three years since we started doing work in the Birney neighborhood. And we've gotten to know really great residents who are working very hard to improve the quality of life here in Fresno, right? And they take a lot of pride in living in the Birney neighborhood area. We've also met and built relationships with a lot of the minority elders living in this area, and we've come to share in their concerns and in their daily issues in life, like paying rent and rent being too high." - Birney Neighborhood Hub Site Leader.

Results showed that hub sites engaged with the community and listened intently to the community and the concerns of their neighborhood. The residents, when connected through the establishment of community trust, felt empowered to share their stories, narratives, and their passions. It was in these stories, narratives, and the work they continue to collaborate together that have created positive self-efficacy. Community members have more trust to share their stories of resilience and how they want to participate more within their communities.

The hub site staff helped create female elder leadership to bring inclusiveness to the organization. The female elders who are divorced or widowed meet once a week as a fellowship, and the team also wants more programs for the female elders.

The results also show that the hub needs help with language barriers with monolingual Spanish speakers. The participant acknowledged that there could be improvements in cultural representation with their staff. Additionally, while the organization may not engage with monolingual Spanish speakers, they will hand out flyers in Spanish with information regarding available resources. The hub site leader also highlighted how funding would help recruit more multilingual staff. In addition, the hub site would hire more cultural representation and bring inclusivity to the organization with additional funding. It would help to improve cultural competency and bring more community residents to trust the organization and improve the quality of life for the residents.

Birney Civic Leadership Development Word Cloud



Calwa Neighborhood

Civic Engagement

The hub site leader stated how civic engagement and civic infrastructure were necessary for change in their communities. To establish civic engagement, the hub site leader stated how important it was to connect with the community. The community is connected through different intersectionalities. The hub site leader mentioned that the residents they engaged with were immigrants, farm workers, and packing house workers. To engage with these residents and bring more volunteers, hub staff and volunteers would canvas neighborhoods. Focusing on these areas in the Calwa community has resulted in building voice and power.

The advocacy for the Calwa neighborhood was important to be enriched in community collectiveness. Within advocacy, the hub site leaders and staff gathered residents to participate in monthly meetings. Although language barriers were present, the hub site leader and the team had success with residents and volunteers to help host press conferences. The group had a campaign success with Measure C. With the continued advocacy, these advocacy changes helped advocate for improved structures and policy changes in neighborhoods. The advocacy campaign has allowed residents to become knowledgeable and establish literacy with other residents interested in advocacy and change within their communities.

Although the staff host meetings for the residents, they would like to see more community members involved. They have advocated for improved policy change and infrastructure within their neighborhoods. The challenges come when residents feel that change will take a long time. The hub site leader provided an example of the Calwa Annexation.

Among the hub, the resident volunteers and staff have a good sense of connection with their community. The organization has uplifted community power and civic voices for the residents. In addition, the organization hosts monthly food and diaper distribution events to address the community's needs. These events have brought connectedness and a safety net to the community of Calwa. It has also provided community support and resources to the residents.

Below is a narrative of how Calwa Neighborhood hears the residents' and communities' needs. The organization has created a space for folx to engage and build upon civic voice:

"Our volunteers come to the meetings, voice their concerns, and walk up and down the communities." - Calwa Hub Site Leader.

Calwa Civic Engagement Word Cloud



Capacity-building

The hub site leader said they were brought into this role through their experience in high school leadership and advocacy within their communities. One significant strength this hub site leader has is being bilingual. The Calwa neighborhood has three employees, and two of the full-time staff speak Spanish. The hub site leader stated that they were hired as a community organizer and worked to establish neighborhood associations.

The hub site leader was hired to community organize and establish these neighborhood associations. These neighborhood associations have helped with leadership training and community organizing. In the community organizing, the hub site leader expanded communication with group chats and asked residents to post their concerns around housing issues, landlord concerns,

Calwa Capacity-building Word Cloud



Civic Leadership Development

The hub site leader and staff would like to increase the multilingual staff. However, they can currently engage with monolingual Spanish speakers and English speakers. The challenge for Calwa is that not all staff are monolingual Spanish speakers. Not all residents can receive the same information or a personable connection with staff and volunteers without monolingual Spanish speakers. Despite the language barrier, the organization was able to advocate for their communities with the Measure C campaign. It was a significant success that staff and volunteers could disseminate the message in English and Spanish and gain the community's trust. It was important because the dissemination of information in multiple languages increased volunteer output and staff and allowed the community to increase trust in the organization with increased access to literacy.

The challenges also include that there are immigrants and farmworkers with low educational literacy levels but can communicate with the community's residents. Although the team does not span the diversity for staff, the residents are primarily Latine. The organization continues to show up for residents, despite language barriers. Challenges also arise with married women resident leaders. These married mothers work with the school and volunteer their time with crosswalks at the Neighborhood school site. However, they cannot participate in canvassing because of their limitations as married spouses and raising a family. The organization did not hinder its efforts in canvassing. Rather, they have partnered with other organizations to help with canvassing. These included organizations heavily centered on advocacy, such as Fresno Building Healthy Communities and Leadership Counsel for Justice and Accountability. Some will lose interest when residents understand that seeing change within their neighborhoods is a long process.

The hub site leader stated that they want community residents to learn, get engaged with issues of their area, and build upon civic infrastructure.

There is a need for multilingual staff to engage with Hmong and Spanish-Speaking residents, and they hope to build upon the cultural intersectionalities. More staff would be beneficial to strengthen the organization's outreach and alleviate the language barriers.

The hub site leader acknowledged that the volunteers continue to improve their leadership skills with themselves and the community. They have done this by consistently showing up to monthly meetings and advocating for change.

Calwa Civic Leadership Development Word Cloud



Everyday Neighborhood Partnership

Jackson Neighborhood

Civic Engagement

The hub site leader believed civic engagement is best met when they are consistently engaged with community residents. Although they do not have a formal CBO physical meeting location, they connected with residents via Sunday Gatherings and canvassing. The gatherings were faith-based centered, and residents experienced a safety net within the Jackson neighborhood. It established community trust and relationship-building. The safety net increased when the Jackson Hub partnered with Everyday Neighborhood Partnership. The results showed that civic engagement began with this hub, and its roots were strengthened via advocacy.

The success was the advocacy to collaborate with the Fresno Pacific University Engineering Department to work to create the Tulare Road Diet. Results indicated that this enhanced the empowerment with civic voice for the residents. The strength of this group is their consistent push for advocacy and changes in their neighborhood and needs. Residential advocacy is important, and Jackson neighborhood continues to uplift and empower residents to advocate for policy changes to improve their communities and neighborhoods.

Below is a narrative about the importance of advocacy and how Jackson Neighborhood helped to contribute to changes in their community:

“Safety and traffic safety in our neighbor has improved, stayed the same, or gotten worse as a final question. And so we’re collecting that data, and then we’re going to present it at our Association meeting next Friday. Here’s where we’re at with traffic safety, and we’re going to kind of keep that work ongoing as we keep working with our council members to make actual structural changes to the neighborhood. But we’re going to focus on this because community garden was the next thing. And we’ve got this whole property in the neighborhood that is owned by the city. It’s a park, but it’s basically not being used for anything.” -Jackson Hub Site Leader.

The team introduced literacy programs adopted from Everyday Neighborhood Partnership and educational programs partnered with schools, held weekly meetings, and developed Saturday youth sports. Additionally, the residents created a major event with over 1,000 community residents attending a neighborhood street event, which local council members attended. They closed Huntington Boulevard for residents to have a safe, family-friendly event. The staff increased community engagement and maintained consistent community engagement with the events.

Jackson Civic Engagement Word Cloud

Consistent Community Engagement
Advocacy for Resources and Community Needs
Improve Neighborhood Safety and Infrastructure

Capacity-building

The organization developed a neighborhood association team that empowered residents to get involved and advocate for traffic safety. The neighborhood association team is still working on getting more added safety measures to reduce traffic. The neighborhood associations have helped educate residents on becoming more actively involved in advocacy leadership.

Residents developed their civic voice, and in their neighborhood association, the residents are the ones who vote for the needs of their neighborhood. The empowerment of civic voice allowed the residents to build upon education on advocacy for traffic safety. It resulted in the improvement of neighborhood safety and infrastructure. The hub site leader would also want to see more collaboration between local legislation, other CBOs, and school districts to improve health outcomes and address the inequities in the disinvested neighborhoods.

In addition to these meetings, the organization created more residential volunteers. Thus, results have indicated community collaboration among the leaders and leadership. As of now, residents are actively engaged because of the organization's capacity efforts to canvass, host meetings, form cohorts and neighborhood associations, and host learning conversations. Jackson Hub has established resident leadership development and training to increase efforts for increased community engagement. In the learning conversations, the residents had a sense of connection and collectiveness to their community and addressed their needs.

The hub site leader mentioned how it would be beneficial to increase staff size to help eliminate gaps in the workplace. As of now, the organization has limited staff. The hub sit leader wants to create more community employment opportunities to build upon cohorts and create a 501-c-3 with the neighborhood associations. These are challenges to capacity build, and hub site leader and staff are actively acquiring more resident volunteers.

Jackson Capacity-building Word Cloud

Youth Mentorship
Creating Community Employment Opportunities for Residents
Collaboration with Community-Based Organizations, initiatives, or Schools to improve health outcomes
Increase Staff Size for Language Barriers

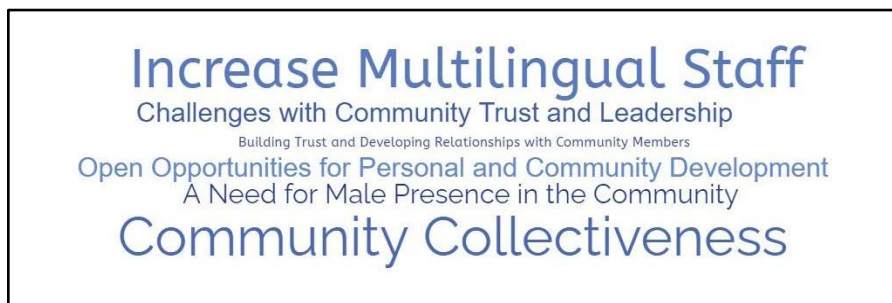
Civic Leadership Development

To gain the community's trust, the organization noticed how many Neighborhood school students were impacted by the lack of traffic safety within the streets of the Neighborhood school and their neighborhood. The hub actively listened and engaged with residents and listened to their personal stories, passions, assets, and skills. The volunteers began to attend more meetings, and in turn, the hub site leader noticed how opening up the opportunities to the neighborhoods, there was more personal and community development. They would like to see more residents involved and more residents have trust in the organization. The personal community development has been enriched because of the amount of change that occurred in the community via traffic safety, sporting events for youth, and how the faith-based organization has created a safe space for residents to enjoy the space. They built and deepened the relationships with community members at these location sites and were able to engage with residents by actively listening to their voices, personal struggles, and narratives.

While this group has personal development around advocacy and leadership, language barriers were challenging. The hub site leader stated how a multicultural and multilingual staff would reach monolingual Spanish speakers and more staff to help with data collection.

Jackson's hub site leader stated how the trainings provided for data collection through the Central Valley Health Policy Institute has been beneficial in focusing on what they need to collect for data and how they can frame their surveys in the future.

Jackson Civic Leadership Development Word Cloud



King Neighborhood

Civic Engagement

The hub site leader believed that for residents to participate in civic engagement, the residents had to develop outreach events to empower the residents. With the development of outreach and events, the team wanted to empower residents with workshops and events around health and finances; increase civic voice; advocacy and policy, and literacy training to inform the community residents of the issues in their neighborhood. The King Neighborhood has created information resource sharing for the residents of Southwest Fresno. Resource sharing was a component of their outreach and canvassing efforts. Resource sharing has helped strengthen their direct primary service work for residents. In the complex systemic barriers, King neighborhood has made resource sharing more accessible. The staff continued to outreach to apartment complexes, and in turn, more residents shared these opportunities with their neighbors or long-time residents familiar with the area.

Below is a quote about how the organization engages with the residents and builds upon community engagement:

“Well, let me give you some information or inform you all. Here, let me connect you. If I don't have the answer you know, let me connect you, and I think that's I think that's key, especially dealing with the area that we are in. We're in the Southwest, Fresno, you know, and the poverty rate is everything. So people need to know where to go to. Who do you contact? You know what I'm saying? Who are your local government officials. I think all that. I think I think it's all necessary, you know, and we build off one another, you know, and we connect each other to resources. So yes, I think it's very important.” -King HUB Site Leader.

Although the team did not mention any policy and advocacy training, the King Neighborhood hub has worked to create events around the community and educational resource information. The results indicated that the staff had connected the community to supportive resources through community events. For example, the King Neighborhood hub has worked to develop a Fentanyl event for youth, the community, and parents to attend. In addition, the staff and volunteer roles have worked to canvass, distribute flyers, and promote events within apartment complexes.

In addition, these resident leaders have attended community meetings. However, the team wants more resident volunteers to participate in event planning and community buy-in. The hub site leader mentioned how the team will work to continue to advocate for resources and meet the needs of the community. The challenge also comes with limited funding. The hub site leaders stated that more funding will be needed to increase staff support.

King Civic Engagement Word Cloud



Capacity-building

Within the organization, staff were hired for DRIVE roles because of their previous work experiences in direct primary service. The hub site leader was hired into DRIVE-related work because of the knowledge and education around King neighborhood. The hub site leader and staff have worked to create resident cohort leadership events, training, and leaders. The organization wanted to incorporate some resident leadership development and training within the DRIVE-related Hub work—the roles of the staff were to create cohort leadership. The best form of recruitment has been through making connections to the residents at apartment complexes. The staff had made meaningful impacts in the neighborhoods because of their previous experience and having participated in learning conversations and active listening. The King neighborhood aims to implement strong leadership cohorts based on learning conversations.

The hub site leader has stated that the most important connections the team has made are through apartment complexes and community collaboration partnerships with different faith-based organizations and non-profits. These organizations strengthened collaboration and helped with the education of community residents. The service work in the community with partnerships has helped educate residents about the issues in their neighborhood. In addition, the team plans to educate the community about health literacy, financial literacy, and policy and advocacy.

The staff is working to create measurable goals to recruit more resident leaders into the DRIVE Hub. The challenges consist of needing staff support and more volunteers in the community. Once they ascertain more staff, they can establish and work to build the neighborhood volunteers into a 501-c-3.

King Capacity-building Word Cloud



Civic Leadership Development

Community trust is the most mentioned result of this group. Historically, Southwest Fresno has lacked organizational trust from previous organizations and letdowns from local legislation and decision-makers of Fresno County. Thus, with continuous letdowns from local legislation and council leaders, there have been challenges for residents to trust leadership.

The hub staff have worked diligently to strengthen community trust between the hub site and other neighboring faith-based organizations. The hub site staff continues to develop trust within the community by working to actively create educational events and actively engage in listening to the neighborhood needs. The neighborhood needs included housing, substance abuse, financial literacy, and neighborhood community, family-friendly events. With the onset of the COVID-19 pandemic, the hub site leader indicated they needed to regain community trust. The hub site noticed how the residents had personal development, and the hub site leaders had gained community support. It was successful because of community engagement and resource sharing. They are building more trust by engaging with residents of the apartment complexes and events. The staff understood the personal narratives of these residents. Additionally, the staff have lived experiences and can identify with the resident's neighborhood needs. These are what lead to strengthened community trust.

Within the staff, there has been personal leadership development. Staff have worked to obtain leadership roles. Employment and opportunities for advancement were possible with the organization for DRIVE-related Hub work. As there is civic leadership development, the hub site leader mentioned the importance of obtaining more staff to build trust among monolingual Spanish speakers. Additionally, there are language barriers, and more multilingual staff will help with the Spanish and Hmong-speaking populations in Southwest Fresno.

King Civic Leadership Development Word Cloud



Lincoln Neighborhood

Civic Engagement

Lincoln neighborhood has provided primary direct services to the residents. The results have shown that the organization has implemented service work in the community. The direct service work included

outreach and canvassing neighborhoods. In addition, the organization has worked with the Housing Authority of Fresno to bring neighborhood safety to the residents of the California Avenue Neighborhood. They also host Farmer's Markets for the California Avenue Neighborhood Project. It's projects like these where hub staff have created consistent community engagement. It is in these efforts that Lincoln has continued to build upon infrastructure for community needs.

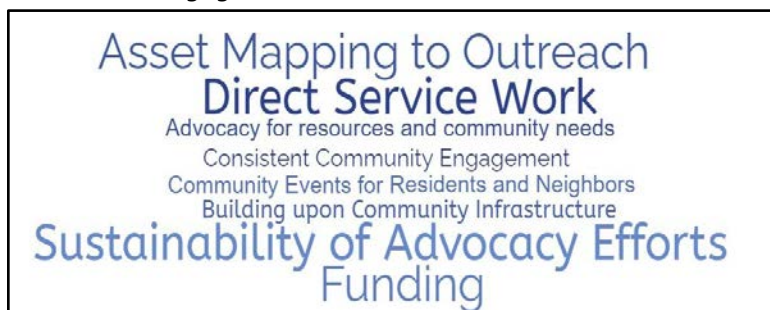
There has been a slow build to advocacy and advocating for community needs. The hub site leader in their past work helped advocate for California Walks, which helped bring awareness to bicycle lanes and parks for children.

One of the hub site leader and staff used asset mapping to engage with residents. Asset mapping was a strategy that worked well with their team to outreach. Additionally, once they reached the residents, many shared similar experiences and encouraged residents to get involved with their communities. Finally, they listened to address kid safety and housing issues.

Additionally, the volunteers and staff have created block parties and community events. The volunteers who participate will attend community meetings to voice their concerns and needs for their communities. Lincoln Neighborhood Hub also is connected to Farmer's Market and youth sports on Saturday evenings, and the group continues to get more residents on board with DRIVE.

The hub site leader advocated for more funding to continue with the organization and to provide literacy translation services for their outreach materials.

Lincoln Civic Engagement Word Cloud



Capacity-building

The hub site leader came into this role because of their resident background. The volunteer leadership led the hub site leader to Parent Coffee Hour, where they consistently outreached to parents within the Neighborhood school. Trusted Everyday Neighborhood Partnership leaders provided an educational effort to help the hub site leader transition to community work. In addition, prior to the hub site leadership role, the hub site leader volunteered for District 3 of Fresno to ensure a park would exist in the Lincoln Neighborhood.

The Lincoln Neighborhood hub has collaborated with organizations such as the Boys and Girls Club and Faith-based organizations like the Sheik Temple. It is in these collaborations that education and leadership cohorts can form. The team would also like to have more community members connected and volunteer. The hub site staff would also value more learning conversations for the development of the cohorts. It aims to continue to educate residents and volunteers about civic engagement, advocacy, literacy, and direct primary service work.

Challenges exist with shortages of staff. Additional staff would be helpful to increase and expand resident cohorts. The staff and volunteers have different schedules, so more incentive buy-ins would help increase staff for the Lincoln neighborhood. It would help promote the need to expand staff size. Additionally, to engage more male residents and volunteers, the hub site leader indicated that more male presence is needed to recruit more male leaders.

Lincoln Capacity-building Word Cloud



Civic Leadership Development

The strength of this organization is its ability to connect with residents because of their shared similar experiences with living in a historically disadvantaged neighborhood. The hub site leader mentioned that connectedness is important to build upon community trust. The results show that community engagement and connecting the community to resources through these community events have fostered trust with residents.

Below is a narrative from the hub site leader about the non-civic engagement work they have done to foster trust with the residents:

"In a typical month, we hold every and at least two food giveaways to address the food insecurity in the neighborhood. We get a lot of sometimes 3 or 4 people. There are times that we have more people than the food boxes...For example, a husband resident got hurt, and it took a month for his ankle to be healed. It set them back financially, and she has her job. But they continue to struggle. So you have food giveaways. We are pushing for a community meeting to address concerns." - Lincoln site hub leader.

Lincoln continued to show up for residents when some residents needed more finances.

Challenges persist in this area of Fresno because it is a neighbor to Southwest Fresno, where there is historical distrust and a need for more infrastructure, resources, and green spaces. In addition, the residents lack community trust because of failed leadership or broken promises from council members and local legislation.

Language barriers are a challenge for this group because there are multiple languages within this group—more staff to help translate event flyers. The results also show that racial unity is needed to bring collectiveness to the community.

Lincoln Civic Leadership Development Word Cloud



Webster North

Civic Engagement

The hub site leader has numerous years of experience in civic engagement. The hub site leader has advocated for residents, and advocacy has been a valued asset in helping improve the neighborhood's quality of life for the residents. Advocacy has resulted in the organization building community power and civic voice.

The organization has effectively canvassed neighborhoods to encourage more community participation. The organization hosts community food and Holiday Turkey giveaways for DRIVE-related hub work. During these events, the Webster North hub increased community engagement. It is why the hub staff have worked to connect community members to resources at community events and canvassing.

The hub site leader has knowledge of policy and advocacy. The hub site leader hopes to encourage the residents and volunteers to enhance their skills around advocacy. Many of the residents are fearful of discussing issues around rent control with their local legislation. The hub site leader challenges mothers to advocate for their needs. The hub site leader has worked to bring community power and voice to the residents. The hub site leader has additional experience with policy and advocacy change because they have participated in Greenhouse Gas Emission Project in Southwest Fresno.

The hub site leader advocated for more funding within the group to maintain salaries and larger building space for more community events and meetings. Other challenges include that residents and volunteers need to gain knowledge of civic engagement and work responsibilities. The hub site leader will continue

to provide education around civic engagement further and help residents become leaders. The Hub site leader has also mentioned the importance of a larger space for residents to gather and attend these monthly meetings.

Webster North Civic Engagement Word Cloud



Capacity-building

Before DRIVE-related hub work, the hub site leader’s organization had workshops on entrepreneurship, business models, financial literacy, and mentorship. These workshops, resident leadership development, and training have helped residents navigate resources. Mentorship resembled workshops around active listening with mental health issues around grief, interpersonal relationships, and educational workshops with financial literacy. Successes include mentorship workshops in education with youth. The organization has created an African American Leadership Student Academy, where African American youth participated in writing workshops. The hub site leader and staff recently developed a program to help incarcerated men with entrepreneurship and establish successful businesses. The cross-collaboration partnership between Webster North and South Hub increased interest in community members. The partnerships formed educational and community events around mental health, ACES, and fentanyl.

Community organizing and advocacy have also created avenues for gardens for the Boys and Girls Club and hosted a STEM camp. The educational workshops taught youth about environmental changes, transportation, and food sovereignty. The organization has also helped the Asthma Awareness Foundation improve environmental health for Southwest Fresno residents. The cohorts also participated in learning conversations, and the hub site leader was able to educate the residents and volunteers through these learning conversations. It has led to building capacity with resident involvement. More residents want to learn about financial literacy and how to help residents alleviate themselves from poverty.

The results also show that the organization has encouraged and developed relationship-building with council members, police officers with daycares, California Builder’s Exchange, and automotive body shops.

Webster North hub site is already a 501-c-3, with four staff leaders working in DRIVE. However, three left, and the organization still has volunteers to help contribute to DRIVE-related work. The team has multiple contracts with Fresno Unified to implement writing workshops for students, estimated at 150,000 dollars. The team was also awarded a three-year contract for 375,000 dollars to continue mentorship and education with children and their parents. In addition, they have partnered with Black Wellness in Prosperity for workshop events and wellness gardens. The results show that they can generate revenue through partnerships. DRIVE hub work is identified throughout the missions and values of the organization. The alignment mission and goals of the Webster North neighborhood and the DRIVE civic infrastructure plan made the work feasible.

The challenges that exist are the need for an increase in staff. More youth and college students are also needed. One college student participated as a hub site staff member but had to leave because of other endeavors. There is a small staff size, and the hub site leader would like to increase staff to help expand the efforts of the DRIVE work.

Webster North Capacity-building Word Cloud



Civic Leadership Development

The hub site leader knew how to establish trust within the community because of their residential background. The hub site leader grew up in a historically disadvantaged neighborhood of Southwest Fresno. To build upon community trust, advocacy, and empowering residents, the hub site leader was transparent and open and shared similar narratives as a form of solidarity within the residents' struggles.

Below is a narrative to highlight the engagement, events, and community trust and relationship-building the residents continue to provide for the residents:

“In November, we hosted a Turkey a Bite giveaway for DRIVE. We did it to build a relationship with the community. Donuts and coffee, have the learning conversations, and assess what is needed in the community—the learning conversations and hosting the popup events. Communicate and canvass the volunteer. The lady I hired, she worked in Webster Neighborhood. Trust was brought, and she brought the community.” - Webster North hub site leader.

Although there have not been policy changes with DRIVE-related hub work, the organization has established trust within the community. The partnerships include Black Wellness and Prosperity Center for improvements in Black maternal health with Health Babies Initiative and worked with Black Doulas. To engage with the community, there are two volunteer staff for DRIVE work. Based on the hub site leader, there is one content and technical creator for social media. The other volunteer works to generate surveys. The survey and data collection help with feedback from the cohorts they have established for DRIVE. The organization has identified leaders involved with asset mapping, learning conversations, and the development of cohorts. The cohorts formed will involve learning conversations and help with navigating resources. The hub site leader reported that they are responsible for the ground for civic engagement work. To leverage and gain more residents involved, Webster North and Webster South have partnered. Partnership and collaboration have strengthened community trust and community connectedness. It has helped create cohorts, resource-sharing, support, and network among community members. These helped with leadership development. It helped create opportunities for residents to grow within their community and develop personally. These partnerships between the cross-collaborations of the organizations have increased resident leaders. It has helped the community to learn to advocate for their community needs.

More residents have learned how they can conceptualize service work and how this work can strengthen community trust in the communities. The hub site leader has also had personal leadership development. As the hub site leader has numerous skills, they have also learned to delegate tasks to residents and volunteers.

Challenges and concerns are the need for more staff and male volunteers to connect with men. Women, Mujeres, will volunteer but are limited because of the families they are raising. Language barriers also have limitations on gaining the trust of multicultural residents in the neighborhoods. More multilingual staff and volunteers would be beneficial to build upon civic infrastructure. It would also integrate more residents and encourage these residents to become volunteers.

Webster North Civic Leadership Development Word Cloud



Webster South

Civic Engagement

To build upon civic engagement, the hub site leader has worked to build events and worked diligently to create a new building space for residents to participate in monthly meetings. The hub site leader did this

by acquiring more funds to continue to build upon civic engagement. He was successful in receiving donations from the Fresno Community.

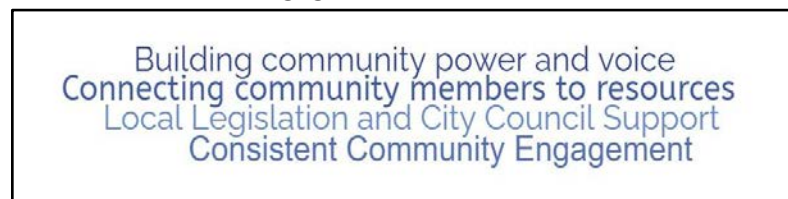
The funding has helped to create community employment opportunities. The funding has helped secure employment opportunities with a development coordinator, Executive Director, community volunteers, and a project manager.

One of the organization's strengths has been the collaboration with Webster North. The partnership has helped empowered residents and education around advocacy. Webster South is working toward community collectiveness by engaging with all residents.

Additionally, the team has canvassed neighborhoods and interacted with students at Fresno State to bring more young adult leadership to the team. The results indicate that they hope to have more staff and create more work opportunities in the future.

Although Webster South has yet to create advocacy and policy change, the team continues to learn from other CBOs and Webster North. The organization has also contributed to city clean-ups, which have helped with the initial stages of advocacy for cleaner neighborhoods and will continue expanding primary service efforts in the region.

Webster South Civic Engagement Word Cloud



Capacity-building

With the development of the partnership with Webster North, it has allowed to build capacity with resident involvement. Webster South neighborhood has formed other partnerships to build capacity within the neighborhood. Neighborhood involvement has strengthened ties with community residents, mothers, and the tech industry, such as Bitwise. They have also formed partnerships with Faith-Based Organizations, like Metro Ministry, to engage with residents within that region actively.

Webster South also wants to develop a Hub site for continued education and development around Fentanyl. They have also developed relationships with local city officials and police officers on issues around fentanyl and other issues in the community. Webster South continues to educate residents and staff on community advocacy and policies.

Prior to the DRIVE-related work, the hub site leader came into this role because of the community engagement experience from Everyday Neighborhood Partnership.

Webster South will build the cohorts and will have eight resident leads. The team has hired community advocates. Two volunteers have converted to staff. The team engages with the residents through learning conversations and daily community engagement with residents. The training and education will be centered on advocacy, leadership, community needs assessment, and the development of accessible resources and shared safety net resources. In addition, the DRIVE-related work has also framed learning conversations around childhood trauma. The hub site leader believes that mental health conversations are important to help foster growth in youth.

Although they are in the formation of leadership cohorts, the organization is already an established 501-c-3 non-profit.

The challenges they have faced are the direction of the DRIVE information. More educational workshops would be beneficial for the team to learn more about advocacy and policy change. The team would benefit from more additional staff.

Webster South Capacity-building Word Cloud



Civic Leadership Development

The hub site leader has no prior educational experience, and they have had personal development within themselves as the organization's CEO. The hub site leader has the grit to continue to learn and build upon civic engagement. The hub site leader has a personal connection with the community he serves. Community trust is the most important for civic leadership development.

Below is a narrative of the hub site leader's drive and resilience to build community trust and see change within his neighborhood. It is the resiliency and their personal development as a hub site leader:

"Because I will go wherever it takes, you know? I mean to continue shining this light to our community and showing them that their voice, that they matter, that the culture, and even their nationality. It's just showing people that we need to take ownership, and we need to take our communities back."

-Webster South Hub Leader

When asked what civic engagement and civically oriented meant to the hub site leader, the results showed that community collectiveness was important to build and establish trust with the residents.

The organization did this by sharing similar stories, backgrounds of their past, on stories of resilience. Martin Park is doing their best to target youth, single-parent households and encourage young men to volunteer and join leadership. The hub site leader has provided how the leadership and infrastructure are present; they need to continue to build community trust. The establishment of trust has shown that residents are actively involved with the food ministry, food drive, and Saturday youth sports. The results show that the organization has built on community resources support. So, residents have felt as though they have fostered a sense of community within the neighborhoods. It has strengthened trusting relationships within the community.

Webster South Civic Leadership Development Word Cloud



Winchell Neighborhood

Civic Engagement

The organization's strength to advocate Winchell Neighborhood, the hub site leader, has engaged with advocacy with other organizations. The power of Winchell Neighborhood is its advocacy around environmental health. Familias En Accion has partnered with Leadership Council for Justice and Accountability. The residents have advocated at the capital for improving neighborhood safety and infrastructure and advocating for equitable change. The parents and residents advocated for clean air to reduce pesticide exposures in agricultural work and reduce harmful pollutants. The advocacy has contributed for residents to civically voice the importance of clean air and the reduction of harmful pollutants that can impact the health and safety and residents. Additionally, Winchell Neighborhood has worked with city clean-ups, such as Beautiful Fresno, and has contributed to clean neighborhoods. These are examples of building community power, civic engagement, and civic voice for their neighborhoods. The hub site leader has numerous years of advocacy and educational background, and the experience has helped residents build upon civic empowerment.

A success in advocacy was when the partnership in leadership for immigrants and refugees to receive funds for those awaiting to status to become first-time homeowners. There was pushback and racist remarks from local legislators, decision-makers, and council members. However, the continued advocacy shared personal narratives, and lobbying allowed residents to receive the majority vote. As a result, the resident's and volunteers' advocacy strengthened civic voice and contributed to advocacy for equitable change. Successes also include securing five million dollars for those without status to afford a new home. There were numerous amounts of pushback from the city council and local legislation. Yet,

their partnership with other advocacy groups, such as Leadership Council for Justice and Accountability, was approved for residents to afford a new home.

Building community power and civic voice has created changes for the residents. Successes for the group include the 600 clean properties and neighborhood tree planting. Winchell had partnered and collaborated with Central California Environmental Justice Network to increase trees in the neighborhood.

To engage and provide direct primary service work, Winchell Neighborhood has food distribution events every eight days. In addition to the food distributions, the organization will provide informational resources in Spanish and English within the food bags. For example, when residents need services with the Mexican Consulate, the volunteers and staff of Winchell will research and provide those community resources the following food drive residents attend. There was consistent resource sharing within these food distribution events and at other local vendor sites. In addition, the hub site leader will also direct residents to other organizations if residents need other forms of assistance that their hub may not provide.

Challenges exist with limited funding. The hub site leader that power should be granted to the organizations to use the funds to build upon civic engagement. The hub site staff and leadership would benefit from more funding to help sustain the work. The hub site staff also want to have unrestricted access to their funding. The hub site leader would like to have their funds allocated to their organization and spend the dollars on what the organization may need or to provide stipends for their residents. Funding can also help to expand job opportunities and salary jobs. Challenges exist when other organizations need help assisting residents receiving direct primary services.

Civic Engagement Word Cloud



Capacity-building

They will also provide resourceful information from other prominent organizations such as CIVIC and Education and Leadership Foundation. These partnerships with different organizations have strengthened capacity-building within the organization because it has helped the residents and volunteers to expand their knowledge of various services in Fresno County.

The resident leadership cohorts have been helpful as they continue to expand efforts to increase resident leaders. The Winchell hub neighborhood has 11 resident leaders participating in the learning conversations. Currently, these groups are educated on the various needs in their neighborhoods. Education on unhoused residents, clean spaces, and the historical disinvestments in South Fresno vs. North Fresno.

Winchell has also received donations from yard sales and has contributed to helping youth with cultural representation. The staff helped assemble Folklorico dresses and suits for high school youth who did not have the funds to attend the events.

Challenges with meetings and learning conversations are due to volunteers that need more transportation or have financial barriers. Challenges also come from other organizations' efforts. While they have provided collaboration, these organizations have limitations on expanding primary service work for residents because of a lack of funding.

Capacity-building Word Cloud



Civic Leadership Development

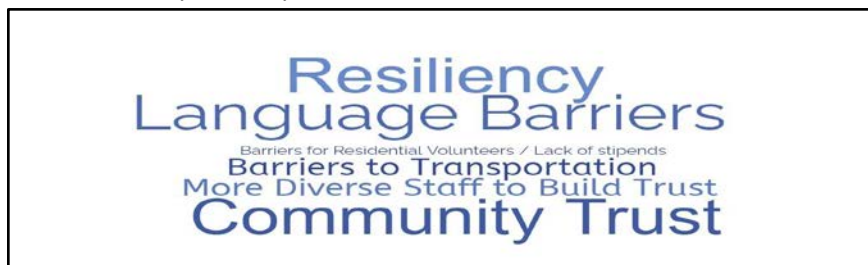
The hub site leader has stated that community trust has been established because of the consistent advocacy and civic voice the residents have learned when advocating for community needs. The hub site leader had also seen the growth in residents and volunteers who learned to advocate and use their voices to address the needs of their neighborhoods. Additionally, there has been personal development within the hub site leader and the volunteers who continuously show up to advocate for their community and their needs. The organization has true resiliency. The organization staff and hub site leaders are unyielding and continue their efforts to improve their community continuously. They consistently support the efforts to improve their neighborhoods. The organizational efforts have made it more effective in establishing community trust with the residents. More residents are integrated into the community by participating in city clean-ups and exhibiting personal development. More resident volunteers and hub site staff have improved their personal development and leadership skills. Parents, volunteers, and other residents for advocating in schools and at City of Fresno council meetings.

Residents established trust with elders, youth, and families to volunteer. With the development of trust in the organization, more residents are eager and are involved with city clean-ups. It has resulted in increased civic engagement and fostered change in the neighborhood.

The hub site leader can connect with monolingual Spanish speakers, and this has helped residents who are immigrants or without status. It encourages other leaders to emerge and volunteer. With guidance from the hub site leader in advocacy, more residents have developed a civic voice, which is the personal growth that the hub site leader has witnessed. The hub site leader hopes to recruit more volunteers and eventually provide leadership stipends to the residents and volunteers.

Challenges exist due to resident volunteers needing to receive stipends for their hard- work. Volunteers are immigrants and field workers, and stipends would help these residential volunteers continue to do the work. Additional challenges also include barriers to transportation. Many residents need access to transportation to meetings or events. More funding is needed to help with these efforts. More staff are also needed to help address different races and ethnicities, like African American and Hmong residents. While there is hub staff that understands the English language, more cultural representation would be beneficial to connect with various races and ethnicities. Additional challenges arise because there are insufficient hub site leaders to help other organizations. Many residents, or even CBOs, will ask the hub site leader for guidance in advocacy.

Civic Leadership Development Word Cloud



Discussion

Civic Engagement

Based on the results, the neighborhood sites have shared similar themes of direct service work. All of the neighborhood hubs were directly involved with primary service work. Primary service work was beneficial because it was created to build upon civic infrastructure. The Hub sites have engaged more in service work by providing resources at local community events and resources fairs to residents in need of safety nets. It explained the results of hesitant residents to civically engage with organizations. For example, King Neighborhood has a child poverty rate of (78%, Appendix A-King Income Profile). Winchell had successful food distribution events. Meanwhile, Birney had excellent primary service work translating documents such as PG&E and Medi-Cal for Hmong-speaking residents. Lincoln also had successful outreach at the California Farmer Markets. The neighborhood sites have increased community engagement and continue to implement changes. Even though there are limitations to connecting with more residents with the Lincoln hub, more cross-collaboration needs to occur with the King Neighborhood. These groups experience similar disinvestment and have similar neighborhoods.

Community resource sharing has been beneficial for all the neighborhood hub sites. King neighborhood hub site leadership has developed an effective way to build upon community engagement and establish neighborhood trust. The team has successfully outreached to residents at apartment complexes. In addition to their outreach efforts, the team will direct residents to the right resources because of their knowledge of other community-based organizations and their needs. It is similar to the Winchell neighborhood hub as they have provided resource flyers for food distribution events. Even if they may not know the answers, these two hubs will work diligently to research the resources their community may need.

Canvassing neighborhoods are essential to DRIVE work. All the neighborhood sites have become successful in canvassing neighborhoods. Webster South has had successful canvassing efforts alongside Addams, Calwa, and Winchell. Webster South continuously canvasses the neighborhoods, and because of the male leadership, Webster South effectively recruits more males. Meanwhile, Addams and Calwa have numerous years of experience in canvassing. The neighborhood hubs can learn from these two groups because of their ability to connect with the community residents.

Advocacy with Addams, Calwa, Jackson, and Winchell, Neighborhood Hub sites, has civically engaged with residents to increase civic voice and community empowerment. Jackson Neighborhood has contributed efforts to improve traffic safety. Webster North was also involved with previous work in environmental health. However, this is unrelated to DRIVE work. Although the Winchell neighborhood primarily communicates in monolingual Spanish, the staff and volunteers have contributed to policy change. Results indicate that racial and health equity is important to advance neighborhood change. Winchell has an unemployed population of 11% in comparison to the City of Fresno (7.8%, Appendix A-Winchell Neighborhood). The advocacy and policy change for immigrants and residents with status changes to receive home ownership has created a legacy of change. Additionally, Winchell has helped contribute to environmental advocacy. Addams neighborhood hub advocated for mobile food distribution routes for school sites and advocated for city clean-ups and improved lighting for neighborhoods. Birney and youth advocacy leadership was a highlight for the group. These youth volunteers are centered on environmental justice, and Birney hub site leadership has been facilitators for youth. Youth are responsible for decision-making skill sets and have increased youth engagement. Jackson neighborhoods have successfully advocated for traffic and transportation safety for youth. The skillset of data collection and their partnership with Fresno Pacific University helped to advocate and have an empowered voice for the city council and board of supervisors in Fresno. These four hubs had the strongest advocacy groups, and other hubs can benefit from learning about advocacy from these hub sites.

Based on the results, neighborhood hub sites hosted weekly, bi-weekly, or monthly meetings for the residents or volunteers. These were important because they helped build upon community engagement. In these meetings, the resident volunteers could voice their concerns and engage with various residents with different intersectionalities. It is noted that the neighborhood hub sites would benefit from more volunteers and would want more engagement with residents.

It is important to note that all neighborhood hub sites need larger organizational spaces to host and hold community events. In addition to hosting events with more prominent space, more funding is needed to help with stipends for residents and create sustainability in the DRIVE-related work.

Capacity-building

The results show that having access to leadership roles prior to DRIVE is important to bring community change. Results showed how hiring staff from the community or giving volunteer leadership positions for potential DRIVE-related hub work would be beneficial. Hiring staff that have a residential neighborhood background is essential to workforce development. These are community residents that understand the challenges that persist in these zip codes. The community will trust multicultural staff because of their shared demographics and identities. Neighborhood hub sites would like to see volunteers hired because this would help with economic capital for those who experience poverty or live in disinvested neighborhoods. It would give these volunteers economic sustainability and the ability to advocate for their communities.

Neighborhood hub sites diligently created relationship-building with various partnerships and community-based organizations in the City of Fresno. Recruiting and gaining more community volunteers for DRIVE-related work was the hallmark. It was evident when Winchell partnered with different community-based organizations centered around environmental and leadership justice advocacy.

The leadership cohorts from the neighborhood sites, Webster North, Winchell, Jackson, and Webster South, had developed cohorts. In these cohorts, hub site leaders educated residents and set relationship-building with the volunteers. In these neighborhood cohorts and learning conversations, residents were educated on financial literacy, advocacy, and how to outreach and canvass. Additionally, the results also showed how important it was to address mental health and provide educational literacy workshops centered around mental health. King, Webster South, and Webster North highlighted mental health workshops for the cohorts and volunteers. These were important because hub site leaders integrated the importance of mental health and hoped to bring awareness around mental health. While these cohorts are in the developmental stages, it is also important for upper leadership to provide more educational workshops around civic infrastructure, economic, racial, and financial workshops. The results also indicated that while learning conversations were helpful, the residents still needed guidance to build cohorts. The cohorts were still in the developmental stages. Residential leaders have been identified in the neighborhood hub sites, and these characteristics in resident leaders are important to establish capacity change.

The community organizing and efforts have helped foster equitable change in the neighborhood sites. The results show how Birney neighborhood had developed youth advocacy and engagement into more community organizing. Community organizing is also evident with other Fresno BHC intermediary groups such as Addams and Calwa. Community organizing has helped rally more resident volunteers and increased their participation in leadership roles. More residents want to continue this work, to

community organize and implement change in their neighborhoods. Webster North has also worked with youth mentorship and helped these students become successful college applicants.

While most organizations are 501-c-3, more neighborhood associations must be developed to ascertain 501-c-3. These were limited, and many of the neighborhoods were in the developmental stages of the cohorts.

Civic Leadership Development

These targeted communities have had historical mistrust of local leaders and government because of failed actions of decision-makers, local legislation, and other leaders in Fresno, California. Community trust was particularly mentioned in King, Lincoln, Calwa, and Addams. In Fig. 10 and 11, the map shows these regions are located around historically disadvantaged zip codes of 93706, 93725, and 93728—South Fresno residents experience high poverty rates.

One of the strengths of the organizational efforts from the neighborhood hub sites was their ability to connect and build community collectiveness—resource sharing and connecting with staff from the neighborhood hub sites to build upon community trust. Community trust has been a theme distributed throughout the neighborhood hub sites. Addams and Calwa's partnership with Fresno BHC taught them the importance of connecting with residents. These hub sites gained the community's trust through successful campaign wins, like Measure C. King neighborhood also had a successful Fentanyl event for the community. In these events, the community will receive educated and reliable sources, which in turn allows the residents to develop a strengthened relationship with the community-based organizations.

Before DRIVE, Jackson, Webster North, and Winchell's neighborhood advocacy roles fostered the goals to work and engage with residents actively. The leadership and skills to build community trust have continued to bring change to these neighborhoods. Additionally, to create a dialogue of trust, the leadership for Webster North participated in advocacy roles around Asthma and environmental health. According to the Cal Enviro Screen 4.0, West Fresno, CA residents experience an ozone percentile of 77 (2021). The knowledge and personal narratives from Webster North Leadership created a great leader to voice, advocate, and create effective cohorts to instill change in the community residents. The residents have gained insight into trusting leadership and have worked to promote the health of all residents in the Webster Neighborhood region. Similarly, this personal growth and development also existed in the Winchell neighborhood. Winchell neighborhood worked with residents to use civic voice and helped advocate for their community needs. The hub site leaders in all the neighborhood sites witnessed a growth in residents. It was also evident in the Birney neighborhood, where elderly women worked together to discuss the improvements needed to improve the residents' quality of life in their communities. The hub site leaders for Birney, Webster North, and Winchell neighborhoods had empowering female leaders who plan to continue educating the residents and volunteers about advocacy.

Regions that reflected language barriers or low literacy levels were evident in the neighborhood demographics. All neighborhood hubs were interested in alleviating language barriers. These language barriers made connecting and reaching residents with different cultural backgrounds and identities difficult. Addams, Calwa, King, Lincoln, Webster, and Winchell had percentages roughly 50% and below who communicate in English as their primary language. Many of the residents that reside in Fresno are secondary English speakers. The results reflect that monolingual Spanish-Speaking is prominent in the City of Fresno. These factors can be attributed to Fresno being the central Agricultural Hub. Many immigrants and refugees reside in South Fresno because of affordable housing. The results reflected the importance of multicultural staff and hiring multilingual staff (Appendix A). King and Lincoln neighborhood were interested in additional funds to have the organizational capacity to translate the information resources to residents.

These mental health learning conversations existed with King, Webster North, and South. Personally shared stories and narratives were shared with the residents. These shared similar stories, and residential backgrounds from the DRIVE hub staff created safety nets, resiliency, and the ability for residents to address the needs of their neighborhoods. It was evident in the growth of Winchell, Addams, and Calwa.

Community buy-in was difficult, but once Webster North's leadership team collaborated with Webster South, having a male presence built community dialogue and trust. The males of these families allowed their partners to be more integrated into community work. Lincoln neighborhood, similarly, would value male leadership presence to get the male spouses or partners involved in the work. Multicultural representation and language barriers were challenges for these neighborhood sites. More cross-collaboration should occur across Hubs to enhance civic leadership development and strengthen community trust.

Recommendations

Based on the interview results, the Neighborhood Hub sites can benefit from ongoing training with leadership around civic engagement and advocacy. The Neighborhood Hub sites have a sense of established leadership in their perspective communities. This established leadership, in combination with the continued building of trust and relationships among community members, will help transform residents into resident leaders.

The Neighborhood Hubs have modeled non-civic engagement work, and the staff from the Neighborhood Hub sites can benefit from ongoing training in civic engagement and how to build upon civic infrastructure. The Neighborhood Hub sites have helped with resource sharing and safety nets for residents who have been historically displaced. However, there is necessary guidance from systems in the vertical stratification work model to help the Neighborhood Hub sites to have ongoing training to help the sites work together to address public issues and concerns, how to improve the neighborhoods, and how to perform community research. Advocacy and education are important to help persuade decision-makers to help facilitate policy changes in historically disadvantaged neighborhoods, such as residents in 93706 and 93725.

More funding would be beneficial for the Hub sites to maintain salaries and prevent turnover. In the years proceeding, it will help with capacity-building to limit and prevent major turnover rates. The staff of the organizations is limited in spending expenditures, and limited funds to maintain salaries or provide stipends to residents will hinder capacity-building. Spending funds on non-civic-oriented work for activities will yield resident outcomes and build upon civic infrastructure.

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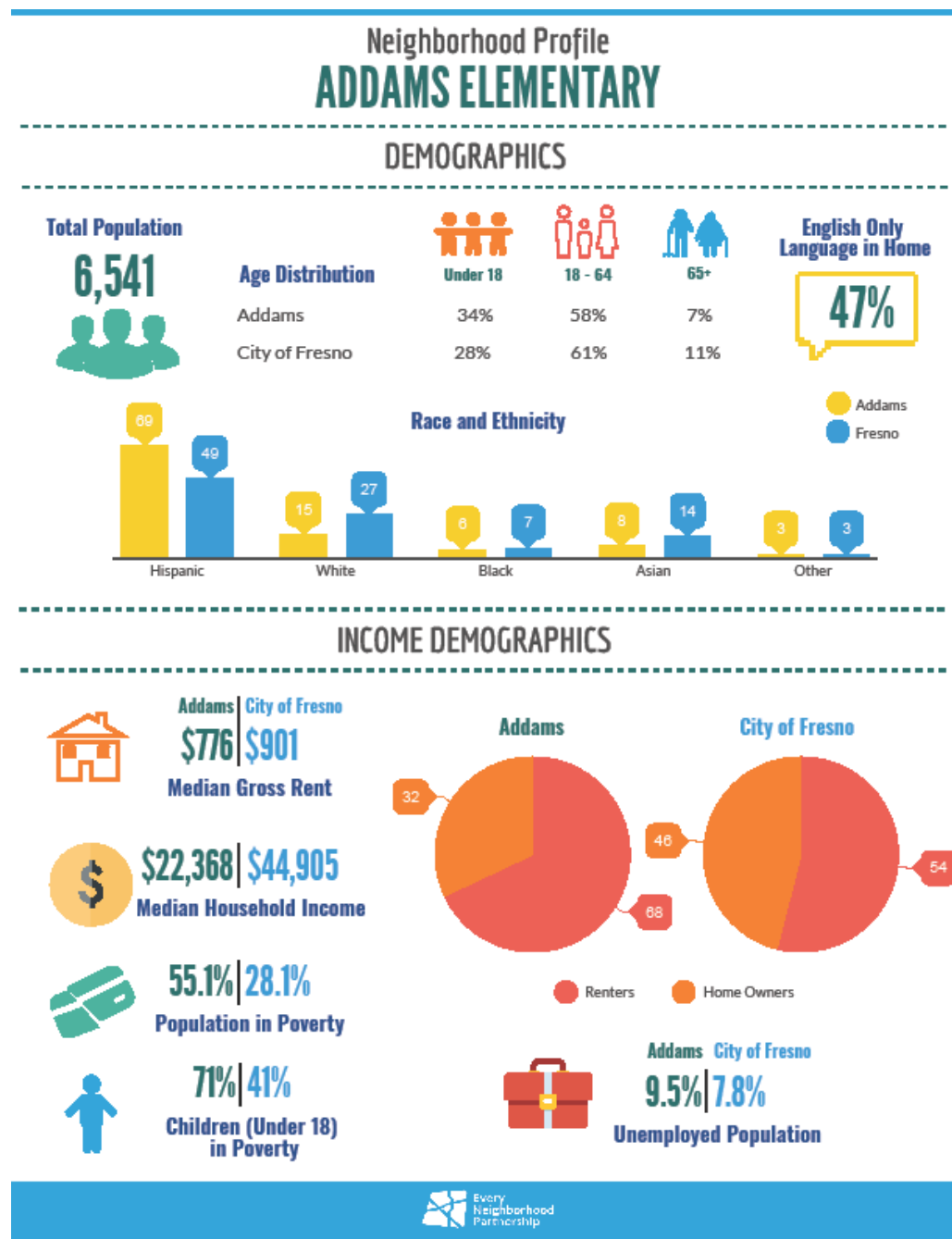
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Appendix A: Neighborhood Profile, Demographics, Income Demographics

Addams Neighborhood



Neighborhood Profile BIRNEY ELEMENTARY

DEMOGRAPHICS

Total Population

5,657



Age Distribution

Birney

City of Fresno



Under 18

27%



18 - 64

64%



65+

10%

English Only
Language in Home

67%

Race and Ethnicity



INCOME DEMOGRAPHICS



Birney | City of Fresno

\$856 | \$901

Median Gross Rent



\$25,906 | \$44,905

Median Household Income



41% | 28.1%

Population in Poverty

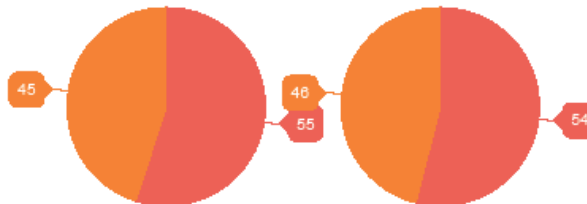


64% | 41%

Children (Under 18)
in Poverty

Birney

City of Fresno



Renters

Home Owners



Birney | City of Fresno

12.7% | 7.8%

Unemployed Population

bit.ly/enpuldata sheet



Neighborhood Profile CALWA ELEMENTARY

DEMOGRAPHICS

Total Population

5,314



Age Distribution

Calwa
City of Fresno



Under 18

35%

28%



18 - 64

59%

61%



65+

6%

11%

English Only
Language in Home

22%

Race and Ethnicity



INCOME DEMOGRAPHICS



Calwa | City of Fresno

\$838 | \$901

Median Gross Rent



\$26,250 | \$44,905

Median Household Income



48.8% | 28.1%

Population in Poverty

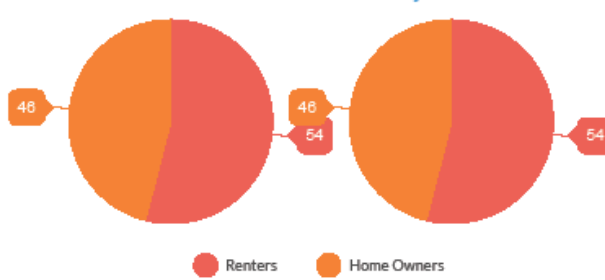


64% | 41%

Children (Under 18)
in Poverty

Calwa

City of Fresno



Calwa | City of Fresno

4.3% | 7.8%

Unemployed Population

Neighborhood Profile JACKSON ELEMENTARY

DEMOGRAPHICS

Total Population

3,370



Age Distribution

Jackson

City of Fresno



Under 18

32%

28%



18 - 64

58%

61%



65+

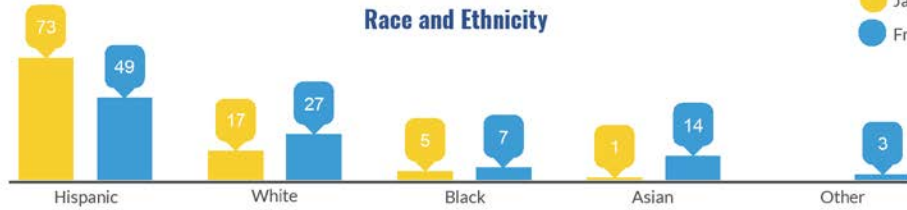
10%

11%

English Only
Language in Home

60%

Race and Ethnicity



● Jackson
● Fresno

INCOME DEMOGRAPHICS



Jackson | City of Fresno
\$778 | \$901

Median Gross Rent



\$43,218 | \$44,905

Median Household
Income



24.4% | 28.1%

Population in Poverty

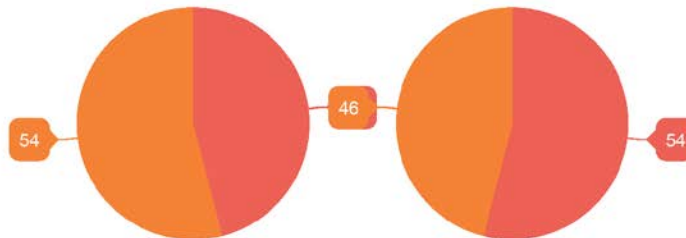


35% | 41%

Children (Under 18)
in Poverty

Jackson

City of Fresno



● Renters ● Home Owners



Jackson | City of Fresno
3.7% | 7.8%

Unemployed Population

Neighborhood Profile KING ELEMENTARY

DEMOGRAPHICS

Total Population

5,082



Age Distribution

King

City of Fresno



Under 18

45%

28%



18 - 64

47%

61%



65+

8%

11%

English Only
Language in Home

44%

Race and Ethnicity



INCOME DEMOGRAPHICS



King | City of Fresno

\$743 | \$901

Median Gross Rent



\$20,298 | \$44,905

Median Household
Income



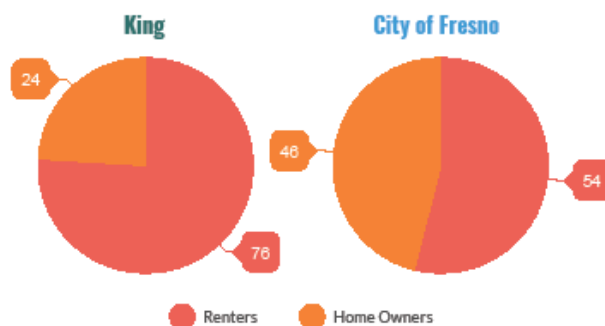
64.2% | 28.1%

Population in Poverty



78% | 41%

Children (Under 18)
in Poverty



King | City of Fresno

7.5% | 7.8%

Unemployed Population



Neighborhood Profile LINCOLN ELEMENTARY

DEMOGRAPHICS

Total Population

3,716



Age Distribution

Lincoln

City of Fresno



Under 18

28%

28%



18 - 64

60%

61%



65+

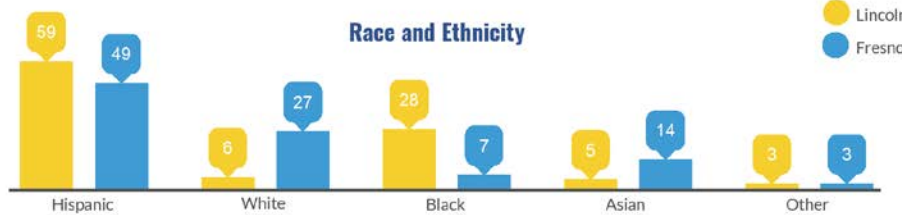
12%

11%

English Only
Language in Home

53%

Race and Ethnicity



INCOME DEMOGRAPHICS



Lincoln | City of Fresno

\$653 | \$1,089

Median Gross Rent



\$27,212 | \$49,813

Median Household
Income



50% | 24%

Population in Poverty

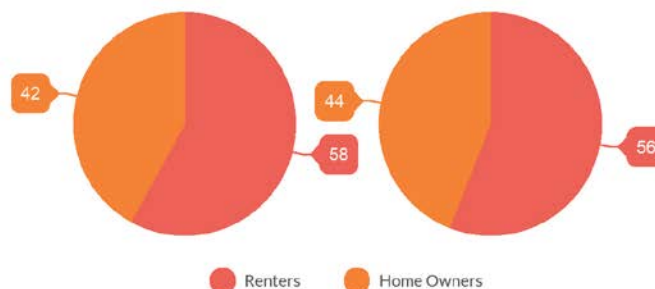


73% | 34%

Children (Under 18)
in Poverty

Lincoln

City of Fresno



Renters

Home Owners



Lincoln | City of Fresno

7% | 5.5%

Unemployed Population



Every
Neighborhood
Partnership

Neighborhood Profile WEBSTER ELEMENTARY

DEMOGRAPHICS

Total Population

4,942



Age Distribution

Webster

City of Fresno



Under 18

31%

28%



18 - 64

60%

61%



65+

9%

11%

English Only
Language in Home

38%

Race and Ethnicity



INCOME DEMOGRAPHICS



Webster | City of Fresno

\$651 | \$901

Median Gross Rent



\$24,632 | \$44,905

Median Household Income



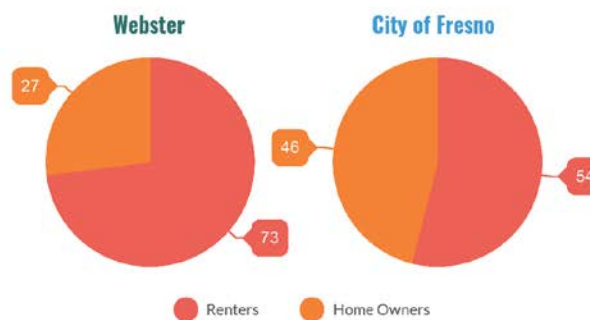
44.4% | 28.1%

Population in Poverty



63% | 41%

Children (Under 18)
in Poverty



Webster | City of Fresno

6.7% | 7.8%

Unemployed Population

bit.ly/enpdatasheet



Neighborhood Profile WINCHELL ELEMENTARY

DEMOGRAPHICS

Total Population

5,505



Age Distribution

Winchell

City of Fresno



Under 18

34%

28%



18 - 64

58%

61%



65+

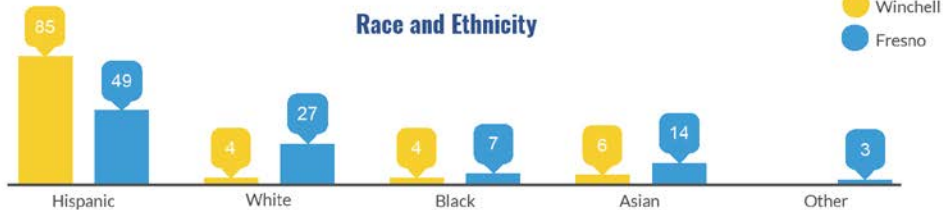
8%

11%

English Only
Language in Home

45%

Race and Ethnicity



INCOME DEMOGRAPHICS



Winchell | City of Fresno

\$788 | \$901

Median Gross Rent



\$26,684 | \$44,905

Median Household Income



47.7% | 28.1%

Population in Poverty

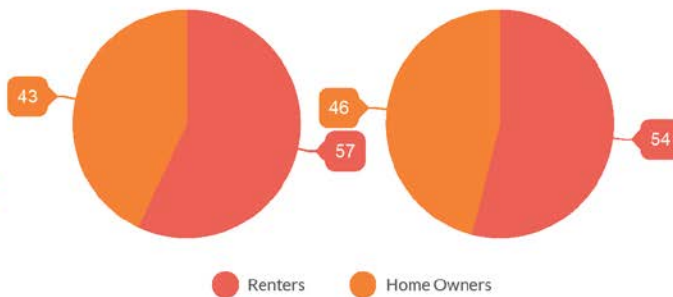


59% | 41%

Children (Under 18)
in Poverty

Winchell

City of Fresno



Renters

Home Owners



Winchell | City of Fresno

11% | 7.8%

Unemployed Population

bit.ly/empdatasheet



Appendix B: Interview Guide

DRIVE HUB Interview Guide

Audience: FBHC, ENP, HUBs

Research Questions:

- 1) What are the HUBs doing to engage community members in addressing community needs? And**
- 2) What are the HUB leaders learning about the issues and organizing efforts that most engage the members of their community?**

Introduction

Our goal of the focus group is to learn more about the HUB-level participation of the paid and volunteer staff. In addition, we would like to understand your organization's advocacy, community-wide efforts, and infrastructure to create sustainable neighborhoods and workforce development.

We want you all to think of the community work you have participated in, making DRIVE an actionable task to advance equity and bring inclusion to Fresno resident. In this focus group, we hope to foster a shared safe space where volunteers and paid staff can speak on improvements for the community, organization, and DRIVE. We also want you to think about the community's needs and priorities.

Interview Guide Questions

Introduction, say your name, pronouns, and a reminder to HUB staff that the information provided is confidential.

1. When you think about work that is civically oriented, or for civic engagement, what does that mean to you?
 1. How important is this kind of work to you and your residents?
2. How did you come into this role?
 1. Did you do primarily service work before joining DRIVE? If so, how have you navigated the transition or incorporation of civic engagement work into your other work?
 2. What did the HUB do before DRIVE? What are they still continuing to do in the community and in the organization? For how long?
 3. What are challenges and successes that you'd like to share?

3. In [your assigned DRIVE CI neighborhood], can you tell me a little about how your relationship with residents has evolved since the DRIVE work began?
 1. Do your staff and volunteers feel a strong sense of connection with the residents of the community? If not, what are some challenges that you've seen doing this?
 2. Do you find the relationship with residents spans the diversity of the place? If not, what are some challenges that you've seen doing this?
 3. What are you doing to continue deepening these relationship? What would you and the organization do differently?
4. How are residents getting involved?
 1. Aside from the learning conversations and/or canvassing, how do residents participate within your civic work currently?
 1. Can you give me an example of what engagement might look like in any given month?
5. How do your organizational policies and structures support civic engagement?
 1. Is your organization currently actively involved to create policy changes? If so, can you tell me a little bit about this work?
 2. Do you incorporate residents to advocate or participate in advocacy leadership? If not, what are some challenges that you see to doing so? Is there any support you feel like you need to help get residents involved in this work?
 3. Does your staff and board agree on the direction of the civic engagement work? If not, where is the tension?
6. Lets talk about emerging leaders within the organization. Have you identified any leaders within the community of _____ yet? If so, how are you working with them to develop this leadership role?
 1. Those that you have identified as emerging leaders, can you tell me a little about how they became involved in the HUB? Was it through learning conversations/canvassing, did you know them previously through your service work? Something else?
 2. Have any of your volunteers converted to staff members? Have any residents stated interest in taking on staff, board member, or other leadership roles?
 3. Is there any other support you feel like you need in helping build leadership among the residents of _____?
7. What are the roles and responsibilities for each of the HUB staff?
 1. Are there any current or meaningful projects that you are doing?
 2. What are some of plans, timelines of each of the projects, and deliverables you have to provide at the local level?
8. What are the steps or progress the organization has done to become an independent, 501-c-3 non-profit?
 1. Has the group developed an advisory board?
 2. Does the group follow the legal steps and adhere to labor laws, tax codes for the staff and organization, and auditing?

3. How do you see organizations as changing and developing over the course of the grant and post-funding?
 4. What options are they exploring for sustainability?
-
9. Are there any additional challenges you would like to share about civic engagement work?
-
10. Where does your organization need additional support?
 1. In what areas do you feel your organization needs to build more capacity for civic engagement work?

Conclusion:

Thank you all for taking the time to participate with us in this interview. We appreciate your feedback about your experiences, the leadership, and the work you do with DRIVE.

Next Steps:

All the data that was shared today will be analyzed, and we will provide a report write-up in the next coming months. If you have any questions, please reach out to LaMecia Ward by email at lamecia@csufresno.edu or Sonia Mendoza at soniadoza2007@csufresno.edu

Appendix C: Neighborhood Hubs Thematic Analysis Tables

Table 4

FBHC Intermediary Hub Results

FBHC Intermediary	Theme	Frequency
Civic Engagement		
Addams	Community Engagement	2
	Community Collectiveness	2
	Expanding Hub Efforts	2
	Advocacy for Community	1
Capacity-building		
	Creating Community Employment Opportunities for Residents	4
	Expand Staff Hiring	1
	Building Capacity Through Resident Involvement	1
	Implementation of Service Work in the Community	1
	Organizational Development through Training	1
	Develop Outreach Materials	1
Civic Leadership Development		

	Building trust and developing relationships with community members	3
	Increase Multi-Lingual Staff	2
	A need for male presence in the community	1
	Fostering a sense of community in the neighborhoods by creating open spaces for residents	1
	Open opportunities for personal and community development	1
	Lack of access to resources	1
	Language Barriers	1

Civic Engagement

Birney	Consistent Community Engagement	2
	Canvassing Neighborhoods	1
	Advocating for community needs	1
	Increase Community Engagement and Civic Voice	1
	More funding for community engagement	1
	Language literacy and translation of direct services documents for Hmong residents	1

Civic Engagement with Youth	1
Youth Advocacy Development	1
<hr/>	
Capacity-building	
<hr/>	
Build Capacity Training	1
Collaboration with CBOs to improve health outcomes and institutions	1
Community Organizing with Resident Youth	1
Collaboration with Community-Based Organizations, initiatives, or schools to improve health outcomes	1
Establish connections with Local Legislation	1
High School Volunteer Youth Leadership Program	1
Development Resident Leadership Cohorts	1
<hr/>	
Civic Leadership and Development	
<hr/>	
Building community trust and developing relationships with community members	2
Building community trust	2
Community connectedness	1

	Create positive self-efficacy	1
	Improve cultural competency	1
	Lack of trust and barriers between community residents and HUB	1
	Language Barriers	1
	Female Elder Leadership with community	1
<hr/>		
	Civic Engagement	
<hr/>		
Calwa	Building community power and voice	2
	Advocating for infrastructure improved policy change in neighborhoods	1
	Advocating for resources/ community needs	1
	Consistent community engagement	1
	Lack of community engagement	1
<hr/>		
	Capacity-building	
<hr/>		
	Collaboration with community health-based organizations (CBOs), initiatives, or schools with a similar purpose to improve health outcomes.	1
	Connecting community members to resources	1

	Developing community knowledge and literacy of advocacy and policy change	1
	Developing Community Knowledge and Literacy	1
Civic Leadership and Development		
	A need to increase multi-lingual staff	1
	Small full-time staffing size	1
	Fostering a sense of community in the neighborhood by creating an open space for residents	1
	Language barriers	1
	Colliding cultural intersectionalities	1

Table 5

ENP Intermediary Hub Results

ENP Intermediary	Theme	Frequency
Civic Engagement		
Jackson	Advocating for resources/ community needs	1
	Consistent community engagement	1

Improve neighborhood safety and infrastructure	1
Capacity-building	
Collaboration with community health-based organizations (CBOs), initiatives, or schools to improve health outcomes	1
Youth Mentorship	1
Increase staffing size to help eliminate gaps in the workplace	1
Small staffing size	1
Creating community employment opportunities for residents	1
Civic Leadership and Development	
Increase for Multilingual Staff	2
Challenges with Community Trust and Leadership	1
Building Trust and Developing Relationships with Community Members	1
Open Opportunities for Personal and Community Development	1
A need for a male presence in the community	1
Community Collectiveness	1

Civic Engagement		
King	Increased Community Engagement with Churches and Apartment Complexes	1
	Building community power and voice	1
	Advocating for resources and community needs	1
	Create Events for the Community	1
	Direct Service Work	1
	Seeking equitable change	1
	More funding to increase staff support	1
Capacity-building		
	Resident cohort leadership for Training and Events	2
	More staff support	1
	More staff support to recruit more volunteers	1
	Active Listening and Engagement with Learning Conversations	1
	Create a 501-c-3 resident association leadership non-profit	1
	Career Advancement within the HUB	1

Civic Leadership Development		
	Increase trust and gain community support	3
	Increase monolingual Spanish-speaking staff	1
	Building trust and developing relationships with community members	1
	Challenges with Community Trust and Leadership	1
	More Volunteers	1
Civic Engagement		
Lincoln	Direct Service Work	2
	Consistent Community Engagement	1
	Asset Mapping to outreach	1
	Advocating for resources and community needs	1
	Community Events for Residents and Neighbors	1
	Funding	1
	Building upon community infrastructure	1
	Sustainability and advocacy efforts	1
Capacity-building		

	Expand Staff Size	2
	Residential Volunteer work	1
	Collaboration with community health-based organizations (CBOs), initiatives, or schools to improve health outcomes	1
	Learning Conversations with Residents	1
	Connect with the community through organizations and churches with events.	1
	Continued Education	1
	Staffing Challenges	1
Civic Leadership Development		
	Language Barriers	1
	More Racial Collaboration	1
	Community Collectiveness	1
Civic Engagement		
Webster North	Increased Community Engagement	3
	Financial Stability	1
	Improve Neighborhood Infrastructure	1
	Seeking Equitable Change	1

Support Cultural Events	1
Expansion of Management and Resources	1
Local Legislation and City Support	1
Advocacy for Resources and Community Needs	1
<hr/> Capacity-building <hr/>	
Expand Staff Size	2
Building Capacity through Resident Involvement	2
Creating community employment opportunities for residents	1
Entrepreneurship and Mentorship	1
Work developed around Adverse Childhood Experiences (ACEs)	1
Youth Mentorship	1
Academic Mentorship Curriculum Development	1
Established 501-c-3 non-profit.	1
<hr/> Civic Leadership Development <hr/>	
Leadership development	2
Colliding cultural intersectionalities	1

	Need for Multilingual Staff	1
	Open opportunities for personal and community development	1
	Navigating Community Social Issues	1
	Community Collectiveness	1
	More Racial Collaboration	1
	Male Presence Staff	1
<hr/>		
	Civic Engagement	
<hr/>		
Webster South	Building community power and voice	1
	Connecting community members to resources	1
	Consistent community engagement	1
	Local Legislation and City Support	1
<hr/>		
	Capacity-building	
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	Continue Education	1
	Established 501-c-3 non-profit	1
	Collaboration with community health-based organizations (CBOs), initiatives, or schools to improve health outcomes	1
	Academic Mentorship Curriculum Development	1

	Build Capacity through resident involvement	1
	Create Community Employment Opportunities for Residents	1
	Entrepreneurship and Mentorship	1
	Expand Staff Size	1
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	Civic Leadership Development	
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	Personal connection with community service	1
	Building trust and developing relationships with community members	1
	Fostering a sense of community in the neighborhood by creating an open space for residents	1
	Open opportunities for personal and community development	1
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	Civic Engagement	
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Winchell	Sustainability with Donations	4
	Advocacy for Community Needs	3
	Community Advocacy	1
	Community Connectedness and Engagement	1
	Direct Primary Service Work, City Clean-ups, and tree planting	1

Local Legislation Support	1
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Capacity-building	
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Challenges with Community Space	1
Resident Leadership and Training	1
Partnerships with different Organizations	1
Resident collaboration	1
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Civic Leadership Development	
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Resiliency	1
Community Trust	1
Language Barriers	1
Barriers for residents to engage with lack of time and stipends	1
Barriers for transportation	1
More Diverse Staff to Build Trust	1
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