

2022/2023  
Community Needs Assessment and  
Community Action Plan

California Department of  
Community Services and Development

Community Services Block Grant



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## Introduction

The Department of Community Services and Development (CSD) has developed the 2022/2023 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) network. Each agency must submit a completed CAP, including a CNA to CSD on or before **June 30, 2021**. In an effort to reduce administrative burden during the Novel Coronavirus (COVID-19) pandemic, CSD has made changes to the CAP template. The changes are detailed below in the “What’s New for 2022/2023?” section. Provide all narrative responses in 12-point Arial font with 1.5 spacing. When the CNA and CAP are complete, they should not exceed 52 pages, excluding the appendices.

## Purpose

Public Law 105-285 (the CSBG Act) and the California Government Code require that CSD secure a CAP, including a CNA from each agency. Section 676(b)(11) of the CSBG Act directs that receipt of a CAP is a condition to receive funding. Section 12747(a) of the California Government Code requires the CAP to assess poverty-related needs, available resources, feasible goals and strategies that yield program priorities consistent with standards of effectiveness established for the program. Although CSD may prescribe statewide priorities or strategies that shall be considered and addressed at the local level, each agency is authorized to set its own program priorities in conformance to its determination of local needs. The CAP supported by the CNA is a two-year plan that shows how agencies will deliver CSBG services. CSBG funds are by their nature designed to be flexible. They shall be used to support activities that increase the capacity of low-income families and individuals to become self-sufficient.

## Federal CSBG Programmatic Assurances and Certification

The Federal CSBG Programmatic Assurances are found in section 676(b) of the CSBG Act. These assurances are an integral part of the information included in the CSBG State Plan. A list of the assurances that are applicable to CSBG agencies has been provided in the Federal Programmatic Assurances section of this template. CSBG agencies should review these assurances and certify that they are in compliance.

## State Assurances and Certification

As required by the CSBG Act, states are required to submit a State Plan as a condition to receive funding. Information provided in agencies’ CAPs will be included in the CSBG State Plan. Alongside Organizational Standards, the state will be reporting on [State Accountability Measures](#) in order to ensure accountability and program performance improvement. A list of the applicable State Assurances and the agency certification for them are found in the State Assurances section of this template.

## Compliance with CSBG Organizational Standards

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138 dated January 26, 2015](#), CSBG agencies will comply with implementation of the Organizational Standards. CSD has identified the Organizational Standards that are met through the completion of the CAP and the CNA. A list of Organizational Standards that will be met upon completion of the CAP can be found in the Organizational Standards section of this template. Agencies are encouraged to utilize this list as a resource when reporting on the Organizational Standards annually.

## What's New For 2022/2023?

**Two-Part Layout.** The 2022/2023 template has been divided into two parts:

Part I: Community Needs Assessment (CNA); and

Part II: Community Action Plan (CAP).

The CNA portion has sections for the needs assessment narrative and the results. Surveys and analysis documents may be attached as appendices. The CAP portion encompasses all the usual topics such as Vision and Mission Statement, Tripartite Board of Directors, Service Delivery System, Linkages, Monitoring, etc.

**Revised Public Hearing Section.** In addition to including the statute for the public hearing requirement, CSD has incorporated new guidelines for issuing the Notice of Public Hearing and the draft CAP, and documenting low-income testimony delivered at the public hearing. The Low-Income Testimony and Agency Response document will be required as an appendix. See the section on Public Hearing(s) for more details.

**CNA Helpful Resources.** Part I: Community Needs Assessment contains resources on conducting a needs assessment, influence of COVID-19 on the process, and updated links to state and national quantitative data sets.

**Revised and Reduced Narrative Sections.** Every effort has been made to reduce the administrative burden of conducting a CNA and preparing a CAP during an active pandemic. Although these tasks are fundamental to CSBG and should not be overlooked, CSD is aware of the reduced capacity and other circumstances under which many of the agencies are functioning. CSD has removed questions, utilized check boxes when possible, and made some questions optional. Many questions about the federal and state assurances have been removed. However, agencies are still required to certify that they are in compliance with the assurances. In the sections pertaining to the Tripartite Board of Directors and Linkages, for instance, agencies may indicate whether there are changes to the response in the 2020-2021 CAP or whether they would like CSD to accept the 2020-2021 CAP response without adaptations. Please keep in mind that these flexibilities are made because of the COVID-19 pandemic and may not be utilized in future years.

**Additional Information.** CSD has added a section to address disaster preparedness and agency capacity building. While this information is not directly mandated by statute, it is important to know agencies have disaster response plans in place and are making efforts to increase their own capacities. Responses to these questions are optional.

**Federal and State Assurances Certification.** Pertaining to the federal and state assurances, CSD removed questions where possible. If compliance to an assurance could be demonstrated without a narrative, the question was removed. However, agencies will still be required to certify that the Federal CSBG Programmatic Assurances and the State Assurances are being met. Agency certifications are found in those sections.

**CSBG State Plan References.** Information for the CSBG State Plan comes largely from CAPs submitted by agencies. To help agencies understand their roll in preparing the CSBG State Plan, CSD has indicated which questions contribute to the development of the annual CSBG State Plan.

## Checklist

- Cover Page and Certification**
- Public Hearing(s)**

### **Part I: Community Needs Assessment**

- Narrative**
- Results**

### **Part II: Community Action Plan**

- Vision Statement**
- Mission Statement**
- Tripartite Board of Directors**
- Service Delivery System**
- Linkages and Funding Coordination**
- Monitoring**
- Data Analysis and Evaluation**
- Additional Information (Optional)**
- Federal CSBG Programmatic Assurances and Certification**
- State Assurances and Certification**
- Organizational Standards**
- Appendices**

COMMUNITY SERVICES BLOCK GRANT (CSBG)  
 2022/2023 Community Needs Assessment and Community Action Plan  
 Cover Page and Certification

<b>Agency Name</b>	<b>Community Action Marin</b>
<b>Name of CAP Contact</b>	<b>Alanna Williams</b>
<b>Title</b>	<b>Director of Learning and Evaluation</b>
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**CNA Completed MM/DD/YYYY:**  
 (Organizational Standard 3.1)

04/30/2020

**Board and Agency Certification**

The undersigned hereby certifies that this agency complies with the Federal CSBG Programmatic and State Assurances as outlined in the CSBG Act and California Government Code, respectively for services provided under the Federal Fiscal Year 2022/2023 Community Action Plan. The undersigned further certifies the information in this Community Needs Assessment and the Community Action Plan is correct and has been authorized by the governing body of this organization. (Organizational Standard 3.5)

<b>Joe Simmons</b>		<b>6/30/2021</b>
<b>Board Chair (printed name)</b>	<b>Board Chair (signature)</b>	<b>Date</b>
<b>Chandra Alexandre</b>		<b>6/30/2021</b>
<b>CEO (printed name)</b>	<b>CEO (signature)</b>	<b>Date</b>

**Certification of ROMA Trainer/Implementer (If applicable)**

The undersigned hereby certifies that this agency's Community Action Plan and strategic plan documents the continuous use of the Results Oriented Management and Accountability (ROMA) system (assessment, planning, implementation, achievement of results, and evaluation).

<b>Sadaf Fakhri</b>		<b>6/30/2021</b>
<b>NCRT/NCRI (printed name)</b>	<b>NCRT/NCRI (signature)</b>	<b>Date</b>

**CSD Use Only**

Dates CAP (Parts I & II)		Accepted By
Received	Accepted	
6/30/21	8/27/21	Stella Avila

## **Public Hearing(s)**

California Government Code Section 12747(b)-(d)

### **State Statute Requirements**

As required by California Government Code Section 12747(b)-(d), agencies are required to conduct a public hearing for the purpose of reviewing the draft CAP. All testimony presented by low-income individuals and families during the public hearing shall be identified in the final CAP. Agencies shall indicate whether or not the concerns expressed by low-income individuals and families have been addressed. If an agency determines that any of the concerns have not been addressed in the CAP, the agency shall include in its response document, information about the concerns and comment as to their validity.

### **Public Hearing Guidelines**

#### **Notice of Public Hearing**

1. Notice of the hearing and comment period must be published at least 15 calendar days prior to the public hearing.
2. The notice may be published on the agency's website, Facebook page, social media channels, and/or in newspaper(s) of local distribution.
3. The notice must include information about the draft CAP; where members of the community may review, or how they may receive a copy of, the draft CAP; the dates of the comment period; where written comments may be sent; date, time, and location of the public hearing; and the agency contact information.
4. The comment period should be open for at least 15 calendar days prior to the hearing. Agencies may opt to extend the comment period for a selected number of days after the hearing.
5. The draft CAP must be made available for public review and inspection at least 30 days prior to the hearing. The draft CAP can be posted on the agency's website, Facebook page, social media channels, and distributed electronically or in paper format.
6. Attach a copy of the Notice(s) of Public Hearing as Appendix A to the final CAP.

#### **Public Hearing**

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) shall not be held outside of the service area(s).
3. Low-income testimony presented at the hearing or received during the comment period must be memorialized verbatim in the Low-Income Testimony and Agency's Response document and appended to the final CAP as Appendix B.
4. The Low-Income Testimony and Agency's Response document should include the name of low-income individual, his/her verbatim testimony, an indication of whether or not the need was addressed in the draft CAP, and the agency's response to the testimony if the concern was not addressed in the draft CAP.

### **Guidance for Public Hearings During COVID-19**

The COVID-19 pandemic poses unique challenges to fulfilling the public hearing requirement. CSD asks that agencies adhere to state and county public health guidance to slow the spread of the virus and ensure public safety. The health and safety of agency staff and the communities you serve is paramount. If a public hearing cannot be conducted in person, CSD encourages agencies to utilize other formats or methods that will still adhere to the state and county public health guidance. If conducting a public hearing through other formats or methods is still not possible, agencies must contact their Field Representative at CSD at least 30 days prior to the submission of the CAP for additional guidance. Agencies will be required to provide documentation to support their constraints to meet the public hearing requirement.

### **Public Hearing Report**

Date(s) of Public Hearing(s)	6/3/21 4:30-6pm
Location(s) of Public Hearing(s)	Remote: on zoom
Dates of the Comment Period(s)	5/3/21-6/16/21 (extended from 6/3/21)
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	On the agency website, agency newsletters and social media channels. See Appendix C for samples.
Date the Notice(s) of Public Hearing(s) was published	5/3/21
Number of Attendees at the Public Hearing(s) (Approximately)	60

## Part I: Community Needs Assessment

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

### Helpful Resources

In 2011, NASCSP published a [Community Action to Comprehensive Community Needs Assessment Tool](#) that supports planning and implementing a comprehensive CNA. The tool lays out design choices, planning steps, implementation practices, analysis, and presentation options.

The National Community Action Partnership has [resources](#) such as an online Community Needs Assessment Tool and information about conducting a needs assessment during the COVID-19 pandemic. The Partnership also has a [Data Hub](#) designed specifically for the community needs assessment process.

To provide a comprehensive “picture” of the community needs in your service area(s), agencies will collect and analyze both quantitative and qualitative data. Links to several national and state quantitative data sets are given below. Local and agency data also provide information about the needs of the community.

National and State Data Sets			
U.S. Census Bureau <a href="#">Poverty Data</a>	U.S. Bureau of Labor Statistics <a href="#">Economic Data</a>	U.S. Department of Housing and Urban Development <a href="#">Housing Data &amp; Report</a>	U.S. Department of Health and Human Services <a href="#">Data Portal</a>
Baseline Census <a href="#">Data by County</a>	National Low-Income Housing Coalition <a href="#">Housing Needs by State</a>	National Center for Education Statistics <a href="#">IPEDS</a>	
California Department of Finance <a href="#">Demographics</a>	California Attorney General <a href="#">Access RSS Data</a>	California Department of Public Health <a href="#">Various Data Sets</a>	California Governor’s Office <a href="#">Covid-19 Data</a>
California Department of Education <a href="#">School Data via DataQuest</a>		California Employment Development Department <a href="#">UI Data by County</a>	

## Community Needs Assessment Narrative

CSBG Act Sections 676(b)(3)(C), 676(b)(9)

Organizational Standards 1.1, 1.2, 2.2, 3.2, 3.3, 3.4

State Plan

1. How did the agency share the CAP, including the CNA, with the community, stakeholders, partner organizations? (Check all that apply.)

- The agency's website
- Posted on the agency's Facebook page
- Electronic reports were sent
- Printed copies were distributed
- Social media channels
- Other

2. Describe how your agency collected and included current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for your service area. (Organizational Standard 3.2, State Plan)

The American Community Survey is the principal data source for poverty data; while we used other data sources such as KidsCount, the Advancement Project, and the Insight Center for Community Economic Development, for the most part they derive their core poverty and demographic data, at the county, zip and tract level from ACS data. We supplement this with data on public benefits receipt, and a variety of other sources on the experience of poverty in the county. We analyzed both the overall picture of the demographics of poverty and highlighted particularly striking patterns. One limitation to the ACS is that the most recent and precise data are the 2015-2019 5-year estimates, which means they have a lag and do not reflect pandemic conditions. As such, we used other data sources such as the Census Household Pulse Survey, The Opportunity Insights Economic tracker and surveys to better understand what how the pandemic has exacerbated poverty and its consequences in our service area.

3. Describe the geographic location(s) that your agency is funded to serve. If applicable, include a description of the various pockets, high-need areas, or neighborhoods of poverty that are being served by your agency.

Community Action Marin serves all of Marin County California. Marin County is located in northwestern California, bordering the Pacific Ocean and north of the City of San Francisco. Marin

County is 520.4 square miles, south of Sonoma County and north of San Francisco County. The population per square mile in Marin County is 497.4. It is a mix of suburban and rural, with some areas of the county with a much greater population density, for example San Anselmo (4,608.1), Larkspur (3,939.9), and San Rafael (3,504.1).

The population in Marin County is 259,943 and has been relatively stable for several years. Children under 5-years-old make up 4.7% of the total population (12,164 children), which has been decreasing over time. 23% of the population is over 65, compared to 14% in California overall. The overall poverty remains low (7.2%), but is elevated for those under 18 (9.4%) and those under 5 (10.3%). Appendix C includes a map and profile of poverty at the Census tract level (a tract is roughly a neighborhood and there are 56 total tracts in Marin), and it is clear poverty is highly concentrated in certain areas in southern San Rafael, Marin City and some parts of Novato. The pattern is even more concentrated for children, with 60% of children below the poverty level in Marin living in 4 census tracts, most of which are in south San Rafael. In particular, the Canal neighborhood has a large share of the low-income population in Marin. 14% of all low-income people in Marin live in this tract, and 31% of all low-income children, while only making up 3% of Marin's total population. The poverty rate in the Canal is 34% for adults and 60% for children. Another area of concern is West Marin, where while official statistics show relatively few people in poverty, staff and community partners report that it is hard to collect accurate data for this reclusive area. In this 350,000 acre region, people must often travel far to access services, which are limited to begin with (for example there are very few spots in center-based childcare).

Marin is a largely White area, with non-Hispanic White share at 72% of the population, Hispanic or Latino is 15.6%, Asian is 5.9%, and Black is 1.9%. Unsurprisingly, people of color make up a much higher share of those in poverty, notably Latinos make up 37% of those in poverty (and 80% of those under 5 in poverty). While Marin is a relatively demographically stable area, especially since the Latino population ceased rapid growth around 2010, Marin City, a historically black area of Marin, has seen a reduction in the low-income and population of color. In 2010, the city was 41% Black, but in 2019 it was only 22%; in 2012 the area has a 36% poverty rate, in 2019 it was only 17%. While we have always served this area, we are going to increase our focus through partnerships.

4. Indicate from which sources your agency collected and analyzed quantitative data for the CNA. (Check all that apply.) (Organizational Standard 3.3)

**Federal Government/National Data Sets**

- Census Bureau
- Bureau of Labor Statistics
- Department of Housing & Urban Development
- Department of Health & Human Services
- National Low-Income Housing Coalition
- National Center for Education Statistics
- Other online data resources
- Other

**California State Data Sets**

- Employment Development Department
- Department of Education
- Department of Public Health
- Attorney General
- Department of Finance
- State Covid-19 Data
- Other

**Surveys**

- Clients
- Partners and other service providers
- General public
- Staff
- Board members
- Private sector
- Public sector
- Educational institutions

**Local Data Sets**

- Local crime statistics
- High school graduation rate
- School district school readiness
- Local employers
- Local labor market
- Childcare providers
- Public benefits usage
- County Public Health Department
- Other

**Agency Data Sets**

- Client demographics
- Service data
- CSBG Annual Report
- Client satisfaction data
- Other

5. If you selected "Other" in any of the data sets in Question 4, list the additional sources.

We used data from a variety of other sources, including the Social Security Administration, California Department of Social Services, Opportunity Insights and County Health Rankings. See the References in Appendix C for a complete list.

6. Indicate the approaches your agency took to gather qualitative data for the CNA. (Check all that apply.) (Organizational Standard 3.3)

**Surveys**

- Clients
- Partners and other service providers
- General public
- Staff

**Focus Groups**

- Local leaders
- Elected officials
- Partner organizations' leadership
- Board members

- Board members
- Private sector
- Public sector
- Educational institutions
- New and potential partners
- Clients
- Staff

**Community Forums**

**Interviews**

- Local leaders
- Elected officials
- Partner organizations' leadership
- Board members
- New and potential partners
- Clients
- Asset Mapping**
- Other**

7. If you selected "Other" in Question 6, please list the additional approaches your agency took to gather qualitative data.

In agency data, our staff who work directly with families in our Children and Family Services program have conversations throughout the program on family needs and interests, they both record this information to follow-up and report needs they hear to a program manager. While not exactly survey data and not exactly interviews, this data from consistent engagement with families is invaluable in understanding client and community needs.

8. Describe your agency's analysis of the quantitative and qualitative data collected from low-income individuals and families. Include a description of the data collected. (Organizational Standards 1.1, 1.2, 3.3; State Plan)

We collected data from low-income individuals in several ways. We did surveys targeted at different local populations to collect both quantitative assessments of need as well as open ended opportunities to tell us more or provide a narrative on the barriers they are facing or see around them. The primary surveys we used in our needs assessment were (1) an ongoing survey open community-wide and distributed via social media that ran continuously from 7/22/20 to present allowing people to report their needs during COVID, we received 64 responses (2) a survey distributed via email from 11/23-2/10 to individuals who had contacted us in the last year through client intake to gauge needs and coping strategies during COVID, we received 212 responses (3) a survey to the parents in our childcare program distributed via email, text, paper where needed to gauge both their satisfaction with the program and the needs in community, with 143 responses and open from 1/13-2/1 (4) an internal staff survey with 141 responses; many of our staff are low-income and access our services. We reviewed initial results with a group of our children and family

services staff for feedback. In addition to the information described in question 7, we also conducted 1-on-1 semi-structured interviews with community members and partners, where we discussed what individual needs they were facing, how they relate to community needs, and where they are and aren't able to get support from existing systems.

We aggregated the quantitative data across needs, and ranked categories of need by how often they were identified. In our most detailed survey to families in our childcare program, we asked families to identify items that are community needs, what their top need was, and for the top need, what in particular is the issue. We used qualitative responses to identify areas for additional investigation, get additional details on the categories of need and start thinking about programmatic ways to address these needs. The results of this analysis are in Questions 10, 11 and Appendix C.

9. Summarize the data gathered from each sector of the community listed below and detail how your agency used the information to assess needs and resources in your agency's service area(s). Your agency must demonstrate that each sector was included in the needs assessment; A response for each sector is required. (CSBG Act Sections 676(b)(3)(C), 676(b)(9); Organizational Standard 2.2; State Plan)

**A. Community-based organizations**

Community based organizations were included in a survey targeted towards the steering committee for our financial coaching program. We also used quantitative data from reports from other community-based organizations, such as the Marin Promise Partnership. While not formal focus groups, we have been working very closely with partner organizations on addressing community needs during the COVID pandemic, including policy responses to the crisis. This plan reflects the needs and priorities that have been elevated in those discussions.

**B. Faith-based organizations**

We solicited information about community needs through a semi-structured interview with Reverend Scott Quinn at the Marin Interfaith Council, which works across diverse faiths to celebrating faith, advocating justice and building community. He provided helpful perspectives that are integrated throughout this report. We also considered the priorities of the Marin Organizing Committee, a network of local institutions including faith-based institutions.

C. Private sector (local utility companies, charitable organizations, local food banks)

We used data from the Keep Marin Working collaboration of business stakeholders, and incorporated information from the North Bay Workforce Alliance Strategic Plan. We also incorporated the Marin Health needs assessment into our analysis of health needs, which contains information from community sessions and data analysis around health priorities (albeit pre-covid).”

D. Public sector (social services departments, state agencies)

The majority of our quantitative data comes from the federal government, the state government, as indicated in the checklists above. We have used data from the local public government particularly as it relates to COVID. There were also several existing needs assessments and reports we used for reference, including the Marin Health and Human Services strategic plan.

E. Educational institutions (local school districts, colleges)

We are an educational institution ourselves as a childcare provider, and the perspectives of staff, students and families are integral to the CNA. We also used data from local school districts in our assessment of educational achievement and inequities.

10. “Causes of poverty” are the negative factors that create or foster barriers to self-sufficiency and/or reduce access to resources in communities in which low-income individuals live. After review and analysis of the data, describe the causes of poverty in your agency’s service area(s). (Organizational Standard 3.4, State Plan)

Identifying the causes of poverty in Marin, and the United States more generally, is not a simple task. There are a complicated set of intersecting social and political dynamics stemming from current and historical inequities the distributions of income, wealth and access to systems that could generate income and wealth (including education, types of jobs, and places to live). Marin is thus not that different from anywhere else, we have systems in this country, state and county that make it very difficult for low-income people and people of color to access resources. We will discuss those systems more in the following question a conditions of poverty.

To address the question more concretely, but at risk of being reductive, poverty is a lack of income to buy goods that allows one to survive and thrive. In Marin, costs are extraordinarily high, driven by the price of housing. One estimate is that the income needed to meet basic needs for a family of 4 in Marin is \$129,000. Median rent is \$2096, and we have among the highest payment standards in the country, rising as high as \$4,540 in some zip codes. Rental burden is high, with 49% of

households in Marin paying 30% or more of their income, and 24% paying more than half their income. There is a very limited supply of affordable or public housing to help buffer these high costs, at least 9,465 low-income renter households in Marin County do not have access to an affordable home. In our interviews and surveys, housing and rental support was the most cited top need, in a community survey 90% reported being worried about housing.

Low incomes are the corollary to high costs. The unemployment rates in Marin are consistently among the lowest in the state, but even families working full-time do not meet enough to meet basic needs, especially after rent. Diapers are the most support requested by families in our childcare program, with rent and food up there. 60% of families in our childcare program report needs related to employment, most identifying the need to find a high paying job and one they like. In addition, because of the geography and lack of public transit, 96% of families own a car in Marin, which is an additional cost to bear in loans and maintenance. Many families do use public benefits to supplement their income, but many do not sign up or are ineligible, which may be related to the high share of immigrants in our low-income population. One report cites Marin as the county where CalWorks moves the fewest children out of poverty.

Rates of poverty are much higher among people of color in Marin. Hispanics are 16% of the population but 37% of those below the poverty line. 80% of children under 5 below the poverty line are Hispanic. The median income among non-Hispanic White households in Marin is \$126,501; \$67,125 among Hispanic households, \$48,602 among Black households. Access to opportunities like high-paying jobs and education is particularly limited for people of color.

This year, COVID has been an additional cause of poverty. In our community survey, 83% reported that their finances were negatively impacted by COVID. In addition, employment rates among low-income populations were down approximately 40% and we heard countless stories of hardship and loss from our families and community. As discussed above, unemployment rates are relatively low in Marin, but there is a substantial share of people who are or were without work due to covid and need support managing that financial burden.

11. “Conditions of poverty” are the negative environmental, safety, health and/or economic conditions that may reduce investment or growth in communities where low-income individuals live. After review and analysis of the data, describe the conditions of poverty in your agency’s service area(s). (Organizational Standard 3.4, State Plan)

The conditions of poverty manifest throughout Marin across housing and neighborhoods, health, employment, and just about every facet of life. They are in a vicious cycle with many of the trends described in Question 10. Marin on average is a very affluent county, one of the richest in the country. This translates into very high average test scores, rates of college going, health behavior and outcomes, employment, and wages; however when we dissect these patterns by income, we see a different picture.

Being poor in Marin means spending most of your income on rent. For those at or below 30% Area Median Income (\$50,000 for a family of three), 84% spend 30% or more on their income on rent, and 72% spend half of their income or more on rent. For those at or below 50% Area Median (\$82,000 for a family of 3), still 84% spent 30% or more on rent, and 48% spend 50% or more. Whereas no one above 120% of Area Median Income spends more than half their income on rent. Families in our program are not just concerned about housing costs, but housing discrimination.

Of those who reported housing as a top need in our parent survey, 28% reported being concerned about housing discrimination. The low-income in Marin are also disproportionality housed in certain neighborhoods as discussed in question 3, and experience high rates of overcrowding. Poverty in Marin means worrying about how to pay rent constantly.

Those in poverty in Marin struggle to find employment that pays a living wage, and employment rates declined during COVID. Many in community have difficulties meeting even the most basic needs on their incomes, including diapers and food. 85% of respondents in our community survey reported worrying about household necessities, and rated providing support for basic needs as very important. This year 73% of families in our childcare program reported some level of food insecurity and many relied on food provided through non-profits. Subsidized child care is a key support in community, without it low-income families would not have the resources to afford child care.

While average levels of education in Marin are high, there are large disparities by geography, race and income. 29% of low-income students meet third grade literacy expectations, compared to 77% of high-income students, and this pattern persists with 27% of low-income students completing a postsecondary program within 6 years compared to 65% of high-income students. These disparities start early and manifest across race, for example 59% of white students are determined to be Kindergarten ready, but only 33% of students of color.

This year health was a particularly salient. Those in poverty are more likely to work frontline jobs,

take public transportation and live-in crowded housing with others, and face the direct and indirect impacts of COVID. While Latinos are 16% of the population in Marin, they make up 54% of COVID cases. However, health disparities are a persistent feature in Marin. Child mortality is three times higher for Latinos than White children. Higher poverty neighborhoods have much lower life expectancy, for example Marin City has a life expectancy of 76, compared to 91 in wealthier and whiter areas like San Anselmo.

Poverty also impacts mental health and creates a perpetual sense of worry. 90% of people in our community surveys are worried about not having enough income to meet housing and basic needs. This is particularly true during COVID, 78% of respondents in our community survey, who were largely low-income, reported their mental health was negatively impacted during the pandemic. This is also clear from our qualitative data, interviews and relationships with families. Mental health is one of the few areas where Marin overall is worse than other areas in California, with high rates of drinking, mental health medication, and suicide.

All this being said, one of Marin's biggest assets is that it has one of the highest rates of upward mobility in California. 21% of children born into low-income families in Marin will become high-income (move to top 20% of the income distribution), and 44% of children growing up in low-income families will graduate from college, the highest rate in the state. The rates for Black and Hispanic children are also among the highest in the state. Yet Marin has among the lowest number of low-income families in the state. One interviewee who moved to Marin a few years ago praised the area, saying that it has provided her and her children resources, support and peace of mind; her biggest worry was finding a way to stay. We should work to ensure more people like her are able to take advantage of the immense resources available in this community.

12. Describe your agency's approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 6.4, State Plan)

- No change to the response in your agency's 2020-2021 CAP.
- Adaptations to the response in your agency's 2020-2021 CAP are described below.

Community Action Marin does regular feedback surveys, including an augment version of the Desired Results Parent survey required by the California Code of Regulations Title 5 Section 18280 to receive feedback on our childcare program, as well as client survey of our financial education program. We are building processes to identify additional points for client feedback, including post-intake. In an

effort to reach as many people as possible we have multiple ways for clients to know about and complete surveys, including via text, email and paper. Results are gathered, analyzed, and shared with members of leadership and back to the community as appropriate. Survey results are then shared at minimum annually with the board both at the program committee and full board level, in the context of how the information from survey results informs program development, improvement, capacity building, and strategic planning.

# Community Needs Assessment Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

**Table 1: Needs Table**

Complete the table below. Insert a row if additional space is needed.

Needs Identified	Level	Integral to Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Families and the community need support as we recover from COVID	Family and Community	Y	Y	Y
The community needs to address disparities across domains through power sharing and advocacy	Community	Y	Y	Y
Families and the community lack access to affordable, high-quality housing	Family and Community	Y	Y	Y
Families need access to employment opportunities that provide a living wage and meet family goals	Family	Y	Y	Y
Families need support to meet basic needs, including food, household necessities and housing, and benefit navigation	Family	Y	Y	Y
Families need mental health support, including bilingual, youth and grief support	Family	Y	Y	Y
Families and the community need high-quality accessible childcare, particularly for infants and toddlers	Family and Community	Y	Y	Y
Families with elderly members need support with basic needs, employment, caretaking, and housing.	Family	Y	Y	N

**Needs Identified:** List the needs identified in your most recent CNA.

**Level:** List the need level, i.e. community or family. **Community Level:** Does the issue impact the community, not just clients or potential clients of the agency? For example, a community level employment need is: There is a lack of good paying jobs in our community. **Family Level:** Does the need concern individuals/families who have identified things in their own life that are lacking? An example of a family level employment need would be: Individuals do not have good paying jobs.

**Integral to Agency Mission:** Indicate if the identified need aligns with your agency’s mission.

**Currently Addressing:** Indicate if your agency is already addressing the identified need.

**Agency Priority:** Indicate if the identified need will be addressed either directly or indirectly.

**Table 2: Priority Ranking Table**

Prioritize all needs identified as an agency priority in Table 1. Insert a row if additional space is needed.

Agency Priorities	Description of programs, services, activities	Indicator(s)/Service(s) Category (CNPI, FNPI, SRV)
1. Families and the community lack access to affordable, high-quality housing	<ul style="list-style-type: none"> <li>- Provide emergency rental payments so that community members can avoid eviction and stay in the community, at least 150 people/year</li> <li>- Engage with the homeless population to help them on their path to stable housing, aiming to serve at least 150 clients, referring 80% of our clients to housing services</li> <li>-Provide housing coaching and navigation services as a part of our financial coaching program</li> <li>-Advocate with local policymakers to help ensure families can stay housed and find opportunities to reduce the cost of housing, with a goal of several policy successes per year</li> </ul>	FNPI 4a, FNPI 4b, FNPI 4c, FNPI 4d, FNPI 4e, FNPI 4f, SRV 4c, SRV 4d, SRV 4e
2. The community needs to address disparities across domains through power sharing and advocacy	<ul style="list-style-type: none"> <li>- Seek funding specifically to support advocacy work and building community power and equity, including training of staff and community members to engage in the political process</li> <li>- Increase visibility around the disparities in the county and the political will to through engagement with media and elected officials</li> </ul>	FNPI 6a, SRV 6b, SRV 6c
3. Families and the community need support as we recover from COVID	<ul style="list-style-type: none"> <li>- Provide emergency rental, cash, and food assistance, with special focus on those who faced and continue to face pandemic-related short falls, connecting them to all the services they need to recover</li> <li>- Work with partners and elected officials to strengthen policy protections for vulnerable families</li> </ul>	FNPI 4e, SRV 7b

	<ul style="list-style-type: none"> <li>- Monitor developing needs as we emerge from the crisis and respond as able</li> </ul>	
<p>4. Families and the community need high-quality accessible childcare, particularly for infants and toddlers</p>	<ul style="list-style-type: none"> <li>- Offer childcare and wraparound family, nutrition and health supports to 500 families with children 0-5. Spots will be available both at centers and as part of home-based programs so we are able to meet families' needs</li> <li>- Support family childcare homes to provide care to families, giving them technical and professional development support including receipt credentials in the early child care space</li> </ul>	<p>FNPI 2a, FNPI 2b, FNPI 2c, FNPI 2d, FNPI 2e, FNPI 2h, FNPI 5d, FNPI 5e, SRV 2a, SRV 2b, SRV 2c, SRV 2w, SRV 2cc</p>
<p>5. Families need support to meet basic needs, including food, housing, energy, household necessities, and benefit navigation</p>	<ul style="list-style-type: none"> <li>-Provide LIHEAP support to approximately 750 families/year to help them pay outstanding utility bills and use that money to meet other needs</li> <li>-Assist with benefit navigation through our financial coaching program, leading 80 clients to enroll in or maintain public benefits</li> <li>-Provide emergency food boxes, cash assistance, and other emergency assistance as needed</li> </ul>	<p>FNPI 4e, FNPI 4f., FNPI 4h, SRV 3l, SRV 3m, SRV 4i, SRV 4m, SRV 5ii, SRV 5jj</p>
<p>6. Families need access to employment opportunities that provide a living wage and meet family goals</p>	<ul style="list-style-type: none"> <li>- Coach 185 clients on employment and financial matters, including job search, interview preparation, resume assistance and managing finances to improve debt, savings, credit and income. A target of 60% of clients will achieve their goals and 75% will improve their credit/debt/income/savings by at least 5%.</li> <li>- Conclude our workforce development program supporting 12 precariously housed women on their path to stability and thriving and provide transition planning and ongoing support; seek funding for additional workforce programming</li> </ul>	<p>FNPI 1b, FNPI 1c, FNPI 1d, FNPI 1e, FNPI 1f, FNPI 1g, FNPI 1h, FNPI 2h, FNPI 3d, FNPI 3e , FNPI 3f , FNPI 3h, SRV 1h, SRV 1i, SRV 1j, SRV 1k, SRV 1m, SRV 3c.</p>

<p>7. Families need mental health support, including bilingual, youth and grief support</p>	<ul style="list-style-type: none"> <li>- Train mental health peer support specialists who can support those with mental health needs with a compassionate ear who understand what they are going through and the systems to navigate</li> <li>- Support family members of those with mental illness with navigating the system and situation.</li> <li>- Provide Crisis Planning Services to individuals who are at risk or have recently experienced a psychiatric crisis.</li> <li>- Continue doing behavioral health screens and referrals for children enrolled in our childcare programs, approximately 500/year.</li> </ul>	<p>FNPI 2h, FNPI 5c, FNPI 6a, SRV 5v, SRV 5aa</p>
<p>Families with elderly members need support with basic needs, employment, caretaking, and housing.</p>	<ul style="list-style-type: none"> <li>- Offer supports to older community members through most of our programs: basic needs support, energy assistance, mental health and tax preparation; some of which are specifically targeted to older adults</li> <li>- Offer financial coaching to at least 50 60-75 year olds to help them manage their money to meet their basic needs and live comfortably in old age</li> </ul>	<p>NA</p>
<p><b>Agency Priorities:</b> Rank your agency priorities.</p> <p><b>Description of programs, services, activities:</b> Briefly describe the program, services or activities that your agency will provide to address the need. Identify the number of clients to be served or the number of units offered, including timeframes for each.</p> <p><b>Indicator/Service Category (CNPI, FNPI, SRV):</b> List the indicator(s) or service(s) that will be reported in annual report.</p>		

## Part II: Community Action Plan

CSBG Act Section 676(b)(11)

California Government Code Sections 12745(e), 12747(a)

California Code of Regulations, Title 22, Division 11, Chapter 1, Sections 100651 and 100655

### Vision and Mission Statement

#### 1. Provide your agency's Vision Statement.

All of us in Marin have an equal opportunity to live our lives with dignity and respect.

#### 2. Provide your agency's Mission Statement.

We make it possible for people to achieve well-being by providing the education, mental health, and vital services they need. Together, we break down the barriers that get in the way of fair and lasting change in service to better outcomes for all.

## Tripartite Board of Directors

CSBG Act Sections 676B(a); 676(b)(10)

California Code of Regulations, Title 22, Division 11, Chapter 1, Section 100605

State Plan

1. Describe how your Advisory or Governing Board is involved in the decision-making process and participates in the development, planning, implementation and evaluation of programs to serve low-income communities. (CSBG Act Section 676B(a))

No change to the response in your agency's 2020-2021 CAP.

Adaptations to the response in your agency's 2020-2021 CAP are described below.

The Board of Directors includes an Executive Committee, a Finance Committee, an Audit Committee, a Governance Committee, an Investment Committee, a Development Committee, and a Personnel and Equity Committee, and two standing Program Committees (one focusing on Children and Family Services and one on Mental Health and Community Services). These committees meet regularly (every other month) with Executive and Program staff and provide board members with an opportunity to deepen their knowledge and understanding of programs. The committees report to and make recommendations to the full board as part of the decision-making process. Program monitoring and evaluation reports are shared and discussed at the Committee level before given to the full board. Staff prepare reports indicating progress toward meeting programmatic goals (NPIs). The board reflects on relevant needs assessment data, initiative updates, as well as on regular staff updates on programmatic strengths, weaknesses, opportunities, and threats. In addition, the Children and Family Services Parent Policy Council who input on a range of programmatic decisions and policies meets regularly and includes a representative who also sits on the agency Board.

2. Describe your agency's procedures under which a low-income individual, community organization, religious organization, or representative of low-income individuals that considers its organization or low-income individuals to be inadequately represented on your agency's board to petition for adequate representation. (CSBG Act Section 676(b)(10), State Plan)

No change to the response in your agency's 2020-2021 CAP.

Adaptations to the response in your agency's 2020-2021 CAP are described below.

Community Action Marin promotes the fact that it must maintain a tripartite board in all of its collateral materials. We encourage people who are not only low-income but represent the specific communities we serve to become representatives on our board of directors (for example, parents of

children in our subsidized child care centers and clients in our mental health programs). Procedures for the public to voice their needs and/or petition for adequate representation on the Community Action Marin board include: we allow individuals to contact CAM staff or board members directly, attend a Board meeting to voice their needs or initiate a petition, and participate in any board recruitment process through announcements to community. All Board meetings are public meetings that offer the public an opportunity to express their concerns and provide recommendations for board membership.

3. Describe your Advisory or Governing Board's policy for filling board vacancies in accordance with established bylaws. Include the recruiting process, democratic selections process for low-income board members, and the timeframe established by your agency to fill vacancies. (State Plan)

No change to the response in your agency's 2020-2021 CAP.

Adaptations to the response in your agency's 2020-2021 CAP are described below.

Nominations are accepted from any community group that demonstrates that they serve and/or represent low-income individuals, and have a voting membership that includes and represents low-income individuals. Any community organization can petition the board (as stated in the by-laws) to put forth and vote on a nominee. A group that wishes to nominate a member for CAM board election must open the nominations to all members of their group, and needs to document that the voting group is in fact made up of low-income Marin residents. Members of program advisory or governance groups (ex: CFS Policy Council) do not have to prove income or residency if a CAM staff member is overseeing that portion of the election process and can certify that they are eligible agency clients. Groups need to ensure that the opportunity to serve on the board is well publicized within their constituency. Voting can be by secret ballot, by a show of hands or by signature. If using ballots, the process must be monitored to ensure that only eligible voters receive a ballot and that only one ballot per voter is processed. A show of hands or signature can be recorded by meeting minutes or a sign-in sheet. Employees of CAM are not allowed to vote for board members, even if those employees are also clients. If the voting group consists of fewer than 20 individuals, the candidate must obtain the signature of 20 low-income community members stating their support for the candidate. A CAM Board or Staff member must oversee the gathering of signatures and certify that signers are low-income Marin residents. Once the nominee has been elected by a low-income group and has presented signatures, if necessary, they move on to a full board vote.

## Service Delivery System

CSBG Act Section 676(b)(3)(A)

State Plan

1. Describe your agency's service delivery system. Include a description of your client intake process or system and specify whether services are delivered via direct services or subcontractors, or a combination of both. (CSBG Act Section 676(b)(3)(A), State Plan)

For most clients, the first point of contact is with our Client Intake Specialists (CIS) who interact with everyone who comes through the door, calls, or fills out an interest form on our website. New clients are asked brief questions which allow the CIS team to determine which agency services they are eligible for and which services they may need. Emergency services assistance is provided on-the-spot by CIS (ex: they will provide applications for LIHEAP or distribute emergency food supplies). For other services, the CIS does a presumptive eligibility check and then refer clients to the appropriate service provider within the agency. More specifically, if a family is interested in childcare and appears to be eligible, they are connected to our Enrollment, Recruitment, Selection, Enrollment and Attendance (ERSEA) team member who will confirm eligibility and provide guidance in the application process. If they are interested in comprehensive financial coaching or workforce programs, they attend an agency orientation to understand the services offered and the program, and then work with our Economic Opportunity and Workforce Development team to enroll into the program. As our agency has a no-wrong-door approach to service delivery, clients can come directly to these teams, which are equipped to provide information on all agency services. Our mental health programs operate largely through referrals from local health systems and our mobile CARE (Community Alternative Response & Engagement) homeless outreach teams do direct outreach to homeless clients on the street. Agency services are delivered via direct service except in the case of some state-subsidized childcare "slots" which are contracted to other area providers of licensed family day care homes.

2. List your agency's proposed programs/services/activities that will be funded by CSBG. Include a brief explanation as to why these were chosen and how they relate to the CNA. (CSBG Act Section 676(b)(3)(A), State Plan)

Community Action Marin will use CSBG funds for staff salaries in administration, which supports all programs through finance, office management, compliance, learning and evaluation, and operations, and our client intake team. Supporting these cross-agency functions allows us to

ensure service coordination, high quality services, and connected to the right services. Our compliance and evaluation teams manage the CNA, including project planning, data collection, analysis and interpretation, feedback solicitation and assembly.

## Linkages and Funding Coordination

CSBG Act Sections 676(b)(1)(B) and (C), (3)(C) and (D), 676(b)(4), (5), (6), and (9)

California Government Code Sections 12747, 12760

Organizational Standards 2.1, 2.4

State Plan

1. Describe how your agency coordinates funding with other providers in your service area. If there is a formalized coalition of social service providers in your service area, list the coalition(s) by name and methods used to coordinate services/funding. (CSBG Act Sections 676(b)(1)(C), 676(b)(3)(C); Organizational Standard 2.1; State Plan)

### Safety Net:

- Community Action Marin is the County Coordinator and Fiscal Agent for the Season of Sharing fund. Seven partner agencies (Canal Alliance, Women Helping All People, Ritter Center, the County of Marin, West Marin Community Services, St. Vincent de Paul Society, and North Bay Community Services) provide direct case management and emergency financial rent, mortgage and deposit assistance to low-income individuals and families.
- During COVID, we have become the Fiscal Agent for CDBG and state provided rental assistance, collaborating closely with the county to ensure resources are delivered.
- Our mobile CARE (Community Alternative Response & Engagement) homeless outreach teams are funded through and coordinated with local law enforcement and the county's Office of Health and Human Services. They are a part of Whole Person Care, a coalition of providers working together to implement coordinated entry to house chronically homeless individuals who present with the greatest barriers to being housed, using the "Housing First" approach.

### Economic Opportunity and Workforce Development (EO&WD)

- The Steering Committee consists of a select group of leaders from organizations across Marin County that share our mission to eliminate poverty and advance racial justice economic opportunity for all. This group includes representatives from organizations focused on public housing, legal services, homeless services, family services, community college, older adult services, workforce and job development, health insurance navigation, small business development. The team coordinates both funding and services to optimize outcomes for the community. For example, Community Action Marin is a subcontractor and has previously engaged in joint funding opportunities with YWCA Golden Gate Silicon Valley, a longstanding partner

serving older adults. To this end, we established referral and data sharing protocols that align our teams around integrated service provision so community members can connect with a single point of contact to access services across agencies. The Steering Committee regularly assesses and refines service delivery strategies to remove barriers and support community members with more easily navigating intake processes and service uptake. The goal is to improve their experience and ensure they are able to access all services and resources for which they are eligible in a seamless, integrated service delivery model.

#### Children and Family Services (CFS)

- CFS can access funds through the Marin Child Care Council to provide home day care opportunities, expanding the number of childcare slots available to low-income families.
- CFS participates in a formalized coalition of all providers of state-subsidized childcare in Marin County. Coordination includes developing subcontracts between providers to ensure that all communities are being served.
  - A group of Monthly State Subsidized Child Development Program Directors discuss and address the needs of our shared communities which has led to subcontracts between programs to ensure optimal meeting of contract needs.
- Coordinates funding with CalWorks.
- CFS is a key stakeholder in the ECE Marin Quality Counts Consortia, a coalition of social service, foundation, and public agency partners. The consortia provides stipends to staff for training, coaching, and assessments to the childcare program.

#### Mental Health

- Several of our mental health programs are embedded in the Marin County's Behavioral Health and Recovery Services (BHRS) Specialty Mental Health of H&HS. These programs include Family Partner Program, Crisis Planning, and Peer Specialist Program.
- We are a member of CASRA California Social Rehabilitation Association, an organization that supports Peers Providers in Mental Health in policy making, advocacy, and training.

2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding. (Organizational Standard 2.1, State Plan)

Below is a table detailing our current MOUS and service agreements:

FY 20-21

**Memorandum of Understandings**

Program Name	Subcontractor/Party	Project Description	Start Date	End Date
Economic Opportunity and Workforce Development	The Housing Authority of the county of Marin ROSS	Energy assistance 72 elderly people	1-Jun-19	1-Jun-22
Economic Opportunity and Workforce Development	Workforce Alliance of the North Bay Regional Workforce Development Board	One stop service under the workforce innovation and opportunity act	1-Jul-19	30-Jun-22
Economic Opportunity and Workforce Development	YWCA San Francisco Marin	Perform Programmatic services in accordance with County of Marin Professional Services Contract, Older Americans Act, Title IIIB, Employment Services	1-Oct-20	30-Jun-21
Economic Opportunity and Workforce Development	Sausalito Marin City School District	Provision of an office space at bayside Marth in Luther King Jr. Academy on a part time basis to CAM	1-Apr-21	31-Mar-22
Economic Opportunity and Workforce Development	Marin VOAD (Volunteer Organizations Assisting in Disasters)	Radio communications in disaster	1-Jan-21	30-Dec-21
Children and Family Services	Early Childhood Mental Health MJFCS/ECMH	Children and Family Services	1-Jul-20	30-Jun-21
Children and Family Services	County of Marin	Nutrition Wellness Program Grant	1-Oct-20	30-Sep-21
Children and Family Services	Shoreline Acres, Inc.	Support attendance of four HS children to attend shoreline acres preschool during 2019-2020 program year	1-Jul-20	30-Jun-21
Safety Net	North Marin Community Services	Homeless outreach	1-Feb-21	30-Jun-22

3. Describe how services are targeted to low-income individuals and families and indicate how staff is involved, i.e. attend community meetings, provide information, make referrals, etc. Include how you ensure that funds are not used to duplicate services. (CSBG Act Section 676(b)(9), California Government Code Section 12760, State Plan)

- No change to the response in your agency's 2020-2021 CAP.
- Adaptations to the response in your agency's 2020-2021 CAP are described below.

We employ a number of different strategies to target services to low-income individuals and families, includes strategic partnerships with community-based and public organizations that serve low-income populations. Our greatest tool is our staff who have strong relationships with clients and are deeply rooted in the community, and are thus able to provide information on services and referrals across the agency to current and potential clients. Staff at all levels also participate in community networks and coalitions to stay abreast of community needs and how our resources best support the community. Staff are involved in community outreach through attendance at numerous presentations, workshops, workgroups, and forums. Some examples include career/job fairs, CalFresh Assister Network meetings, presentations to partner and potential partner organizations, participation in the Marin Advocates Network and CareerPoint MARIN steering committee, and classroom presentations at College of Marin. The EO&WD team regularly invites partners to deliver information sessions during weekly staff meetings to build awareness and capacity around navigation of external partners' services and resources. We also advertise services by posting information at local libraries, community centers, and grocery stores, and we ask current clients to refer people they know.

In our CFS program, our ERSEA (Eligibility, Recruitment, Selection, Enrollment and Attendance) team has an established set of criteria for prioritized enrollment and does deliberate outreach and recruitment for families who are particularly high need to enroll in our childcare program. Each family completes an intake process which includes, assigning of points based on eligibility criteria, determining eligibility and a systematic way of determining funding for enrollment, based on federal and state criteria. The ERSEA team also maintains an in-house waitlist along with a regular review of a county wide waitlist, to avoid duplication of services. our family advocates who work with each family have a comprehensive understanding of families needs, and the services they receive, only offering additional services or referrals where there is a gap. It is through myriad partnerships that we deepen understanding and collaborate to ensure that we are not duplicating efforts and best meeting needs. In addition, our client intake specialists and other staff use our centralized database to help ensure we track and maintain accurate information on clients and the services they receive to limit internal duplication.

**4. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. (California Government Code Section 12747, State Plan)**

The agency will leverage funding from multiple foundations and nonprofit organizations, including United Way Bay Area and Marin Community Foundation, to increase programmatic and organizational capacity.

We have hired a fund development lead on staff to facilitate contributed income generation and are working on (and participating in a community action agency learning community for) social enterprise creation for earned income. In the coming two years, we will continue diversifying contributed income sources to the agency, through partnerships with individual donors, private foundations and corporate funders. Doing so will grow our general operating support and equip the agency to be nimble and responsive to community need.

The agency receives a small amount of funding from San Francisco-Marín Food Bank and PG&E for approved applications the team submits for the CalFresh and CARE programs. We will continue to seek additional funding sources through collaboration within the community, and we support building the capacity within the individual staff members of our teams so as to become more innovative and efficient with existing resources. The agency will continue to leverage funding across Children and Family Services (state-subsidized child care and Head Start) in the agency.

5. Describe your agency's contingency plan for potential funding reductions. (California Government Code Section 12747, State Plan)

- No change to the response in your agency's 2020-2021 CAP.
- Adaptations to the response in your agency's 2020-2021 CAP are described below.

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We are always aware of the potential to have a reduction in funding. In our budget process, we look at what could be cut or reduced in the event of federal or state grant/contract reductions. We will plan for potential funding reductions by securing co-located partnerships that offer in-kind assistance to our service population, including Medicare access and support and Workforce Innovation and Opportunity Act (WIOA) services.

6. Describe how your agency documents the number of volunteers and hours mobilized to support your activities. (Organizational Standard 2.4)

- No change to the response in your agency's 2020-2021 CAP.
- Adaptations to the response in your agency's 2020-2021 CAP are described below.

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Activities and results related to volunteering are communicated to the community as a whole as a part of the Agency's open houses, public hearings, and in publicly available annual reports. The Agency also uses regular email newsletters to reach a wide variety of stakeholders. In addition, social media

(Facebook, Twitter, LinkedIn) are shared for less formal external communications and WorkPlace (intranet) to communicate with staff and volunteers. The number of volunteers and volunteer hours are documented using in-kind forms and are entered into a database for analysis and reporting purposes.

7. Describe how your agency will address the needs of youth in low-income communities through youth development programs and promote increased community coordination and collaboration in meeting the needs of youth. (CSBG Act Section 676(b)(1)(B), State Plan)

No change to the response in your agency's 2020-2021 CAP.

Adaptations to the response in your agency's 2020-2021 CAP are described below.

Community Action Marin will address the needs of youth in low-income communities through a strategic partnership with College of Marin whereby our EO&WD program provides onsite financial and credit coaching and direct referrals to services and resources that help students meet their basic needs while in college. Coaches also work with students to plan for transfer or entry into the job market through the preparation of household spending and savings plans, access to financial products, and access to public benefits to offset costs. This proven model is being implemented across the country with significant success and empirical data that shows an increase in retention from one semester to the next and increased college completion among participants.

For the very young, we provide our safe, enriching, high-quality 0-5 child care and family support programs. We are the only Head Start provider in Marin County, filling a need for affordable childcare. We have also offered a school-age learning pod program for youth who parents are essential workers or staff, providing key support in times of high need. As our partner elementary schools have resumed in person learning, our school age programming will resume traditional scheduling providing after school hours during the school year and full day full week programming during the summer session.

Our program relies on excellent relationships and partnerships with many agencies to support the population we serve. Specifically, a need for more mental health support of the children and families enrolled in the program. We have had an established partnership with Jewish Children and Family Services for 10+ years to provide on-site mental health consultation. Mental Health Support partners meet regularly to discuss strategies and are aligned with the CFS program through opportunities which have included shared training experiences in the CSEFEL Teaching Pyramid model and Trauma Informed and Responsive Care practices.

Our mental health team also provides support to transition age youth both through direct services to those, or family members of those, struggling with mental health issues. We also do coordination of care with the CBO Side by Side for the transitional aged youth population.

8. Describe how your agency will promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs such as the establishment of violence-free zones, youth mediation, youth mentoring, life skills training, job creation, entrepreneurship programs, after after-school child care. (CSBG Act Section 676(b)(1)(B), State Plan)

No change to the response in your agency's 2020-2021 CAP.

Adaptations to the response in your agency's 2020-2021 CAP are described below.

See question 7

9. If your agency uses CSBG funding to provide employment and training services, describe the coordination of employment and training activities as defined in Section 3 of the Workforce and Innovation and Opportunity Act [29 U.S.C. 3102]. (CSBG Act Section 676(b)(5), State Plan)

Community Action Marin uses our CSBG funding for operational support, in particular for compliance, continuous improvement and evaluation. This includes support for the following employment and training services:

- EO&WD provides employment and training support through one-on-one career coaching as part of the SparkPoint program funded in part by United Way Bay Area. This entails services such as resume support, cover letter creation, interview practice, referrals to free professional clothing and toiletries, job seeking, and job application assistance. Career Coaches also rely on relationships with local employers to whom they refer clients for consideration for specific positions based on experience, talents, and personality.
- EO&WD has a close relationship with YWCA Golden Gate Silicon Valley and frequently refers women fifty years and older to the Fifty+ job training program and people of all genders who are 60+ to new employment programming launched in 2020.
- Community Action Marin is implementing a pilot program for women in the county experiencing homelessness who are ready to learn, grow, and dream together. The pilot includes rapid pathways to training and employment opportunities that leverages our agency's short- and long-term supports for mental health, financial literacy, and basic needs. The team partners with the

local community college, one-stop job center and small business development center to leverage funding to support enrollment in training and education programs and work with entrepreneurs to pursue small businesses. We also sub-contract with two nonprofit organizations to offer comprehensive employment counseling and health and wellness supports with a focus on recovery, resilience, and healing. This program is in partnership with California Workforce Development Board as our agency is a “Workforce Accelerator 8.0” grant recipient.

- Our Family Childcare workforce program assists staff who run our Family Childcare homes in getting their Child Development Associate credential, including providing access to training modules and individualized support. Upon completion of the credential, participants will be able to advance their careers in the childhood development space.
- CFS partners with the county’s Calworks Earn and Learn where participants have opportunity for on the job/in-classroom learning, intentional support and guidance towards the education coursework needed to begin a career teaching in Early Care and Education.
- We provide a certification and training in peer mental health support, including supporting understanding diagnosis, medication, and trauma.

10. Describe how your agency will provide emergency supplies and services, nutritious foods, and related services, as may be necessary, to counteract conditions of starvation and malnutrition among low-income individuals. (CSBG Act Section 676(b)(4), State Plan)

- No change to the response in your agency’s 2020-2021 CAP.
- Adaptations to the response in your agency’s 2020-2021 CAP are described below.

Community Action Marin will address emergency services and hunger through the following programming:

- Provide Emergency supplies and services via the Emergency Food Box Program in partnership with San Francisco-Marin Food Bank. This program provides a three-day supply of food for individuals and families who experience unforeseen emergencies once in twelve months.
- Assists individuals with the SNAP application and verification document submission process. The team also conducts advocacy via its partnership with San Francisco-Marin Food Bank and the County of Marin in cases where a denial decision is unfounded.
- Provide eligible households with Utility Assistance, Wood, Oil or Propane through the Low Income Home Energy Assistance Program.

- Provide emergency rental, security deposit, or mortgage assistance for individuals and families who experience unforeseen circumstances, including pandemic-related shortfalls, enabling them to maintain housing.
- Our Economic Opportunity and Workforce Development program coaches make client referrals and provides direct support with all of the above as needed
- We provide nutritious and culturally-appropriate meals and snacks to all the children in our childcare programs. We provide additional bulk food pick-up for families during times of high-need, including the pandemic.

11. Describe how your agency coordinates with other antipoverty programs in your area, including the emergency energy crisis intervention programs under title XVI (relating to low-income home energy assistance) that are conducted in the community. (CSBG Act Section 676(b)(6), State Plan)

- No change to the response in your agency's 2020-2021 CAP.
- Adaptations to the response in your agency's 2020-2021 CAP are described below.

In addition to the relationships described in other sections, Community Action Marin participates in statewide convening held by CSD as well as CalCAPA. Through participation in these groups, CAP staff ensure that the interests and priorities of Marin County's low-income communities are elevated, and that CAM can coordinate with other communities when necessary.

Through contracts with PG&E's CARE and REACH programs, Community Action Marin will leverage a private resource to assist local residents with energy costs. The CARE Program extends discounts to income-eligible PG&E customers.

The Agency works to ensure coordination among antipoverty programs in the state by participating in the CalCAPA network, maintaining a presence at local and regional community action agency meetings and with other agencies in the network. The CEO is also attending business meetings of the CSD as part of information sharing, best practices, learning, and coordination efforts, and is working with other nearby community action agencies, particularly Sonoma and Napa, to leverage and align work.

12. Describe how your agency will use funds to support innovative community and neighborhood-based initiatives, which may include fatherhood and other initiatives, with the goal of strengthening families and encouraging effective parenting. (CSBG Act Section 676(b)(3)(D), State Plan)

No change to the response in your agency's 2020-2021 CAP.

Adaptations to the response in your agency's 2020-2021 CAP are described below.

We will use our CSBG funding for operational support, this includes support the following neighborhood, community and parenting initiatives:

- Our Children and Family Services programs features on-site organic gardens and a production farm that are supported and maintained by the community of parents and teachers at the respective facility. A comprehensive curriculum focused on waste reduction through compost and recycling will be implemented in our preschool classrooms. Quarterly garden clean-up days held on weekends, bring together parents, staff, and community.
- Our Children and Family Services family advocates work with families to pursue the Head Start Parent, Family and Community Engagement framework. They use the parenting curriculum Ready Rosie, and work with them to develop positive parent-child relationships and their skills as lifelong educators for their children. We also engage our parents in our policy council, our parent leadership group which helps build community leadership.
- We partner with other local agencies to focus on policies that will impact the health and well-being of families, including the Canal district in Marin. This has including helping conceptualize and pass local ordinances extending eviction local moratoria and temporarily freezing rents in the most disadvantages neighborhoods.
- We will establish a new site with partners in Marin City, a particularly disadvantaged community in Marin, where we will offer our economic opportunity coaching and safety net services to the community.

## Monitoring

CSBG Act Section 678D(a)(1)(A) and (B)

1. Describe how your agency's monitoring activities are related to establishing and maintaining the integrity of the CSBG program. Include your process for maintaining high standards of program and fiscal performance.

Community Action Marin utilizes the Organizational Standards to establish a baseline for operational standards and is committed (and trained) in Pathways to Excellence through the national Community Action Partnership. Our controller has been trained by WIPFLI on Uniform Guidance. An annual audit is conducted by an independent Certified Public Accountant to ensure that we are meeting all fiscal standards. Our board and its subcommittees monitor finances, audits, and program performance in accordance with the CSBG organizational standards and other federal, state, local and grant specific requirements. Staff report program activities to the Program Committees, which meet every other month, and the Committee Chairs report at meetings of the full board.

The Grants Manager maintains a database of all grants and contracts and monitors adherence to reporting requirements and ensures that both financial and programmatic reports are completed and reviewed by the CEO before submission (and when required by funders, by the full board). Our finance team ensures we are meeting high levels of financial performance agency-wide. Our Director of Learning and Evaluations helps ensure data flows and reporting and are appropriately collected, documented and mapped to NPIS and SRVs, including leveraging our centralized data system and running working groups for cross-program monitoring, CSBG reporting, and Pathways to Excellence. See Data Analysis Question 1 for additional information on monitoring activities.

2. If your agency utilizes subcontractors, please describe your process for monitoring the subcontractors. Include the frequency, type of monitoring, i.e., onsite, desk review, or both, follow-up on corrective action, and issuance of formal monitoring reports.

Children and Family Services monitors subcontracts based on checks and balance system between our intake/enrollment, the fiscal department, and our CEO. This monitoring is frequently reviewed in-house and by opening the bidding process annually. We also perform an annual internal audit. The feedback from our internal auditing process allows us to maintain State compliance and best practices.

## Data Analysis and Evaluation

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

1. Describe your agency's method for evaluating the effectiveness of programs and services. Include information about the types of measurement tools, the data sources and collection procedures, and the frequency of data collection and reporting. (Organizational Standard 4.3)

The agency reviews program performance NPIs and other target metrics; our Director of Learning and Evaluation leads efforts to deep efforts to collect data, streamline and analyze across programs and systems. This includes monitoring our intake volumes, how people get connected to services, how people get connected across services using our centralized agency database.

### Economic Opportunity:

- EO&WD evaluates the effectiveness of programs and services through the utilization of Exponent Case Management (ECM), a Salesforce-based online data collection system. This allows the team to input activities and services delivered and to track client-level progress and achievements over time against a baseline. Tracked measures include clients enrolling in benefits, clients accessing coaching services, participation in jobs training, and outcomes include clients obtaining jobs, housing, assets, higher credit scores, lower debt, higher incomes and higher savings. The team's Data Specialist pulls a weekly report summarizing progress toward annual goals for two grants which the team uses to refine operations in a cycle of continuous improvement. We receive and analyze quarterly progress reports toward goals, and will be engaging in projects to better understand how this program addresses equity issues.
- Our Workforce Development program for precariously housed women is tracked similar to other economic opportunity programs, and has an additional pre/post-test through which we will assess participant growth over the 12 month program.

### Safety Net:

- The Low-Income Energy Assistance Program's metrics are monitored using a ServTraq database to track applications and the amounts paid to each household for their energy needs. This program is monitored by our designated data specialist who reviews metrics on volumes and quantities regularly. We internally audit the program by reviewing information

provided on client applications to ensure that it mirrors the information that is entered into ServTraq, and compare the benefit amounts calculated in ServTraq with the actual benefits received by applicants.

- Our rental and cash assistance programs utilizes our centralized database which captures information about which households were served, the amount of assistance received, and how the money was used to support housing security. This program is monitored by our program manager and leadership team who reviews monthly and YTD metrics on volumes and quantities on a monthly basis.
- We are working to build out a system to follow-up with families receiving rental, cash and energy assistance to see if they have been able to move out of crisis and how we can connect them to other services they may need.
- Our CARE homeless outreach teams are monitored as part of our Medi-Cal cycles, but as a new Emergency Solutions Grant Grantee a data specialist we will be additional monitoring contacts, services, and referrals in HMIS on a weekly and monthly basis.

#### Children and Family Services

- There is an annual process for evaluating and monitoring our progress towards our 5 year goals. Our community assessment process informs us of the needs in the community and helps us identify if we are providing the right services for the community we are serving. An annual self-assessment process reports on the impact of the services provides which is based upon a review of feedback from staff and families as well as ongoing evaluation of program data. Below we have listed the sources for data that informs this.
- We participate in our County Quality Improvement (QI) program to ensure that we are providing quality preschool experience to our clients. QI requires that we maintain certain levels of quality based on assessments that are conducted bi-annually. These mandated assessment and observations are conducted by both our team in-house as well as outside assessors.
- In accordance with regulations, we use Early Childhood Environment Rating Scale (ECERS) and Classroom Assessment Scoring System (CLASS) to assess our teacher and classroom quality and identify areas for improvement.

- We use ChildPlus to log information on each child and family, including basic information, education, health (including disability, nutrition and mental health), and family services. Directors of each department are responsible for ongoing monitoring of their component areas, with support from staff and our Learning and Evaluation team. Monthly reports are collected to ensure compliance of federal regulations and evaluate quality improvement.
- Teachers conduct ongoing observations and assessments on children using the DRDP assessment. Child Outcomes are collected 3 times a year to determine the both the individual and aggregate progress of students to inform our annual self-assessment and school readiness goals. Results are analyzed by our Education Director with support from Learning and Evaluation and used by teachers to target areas of development for individual students and classroom-wide.
- Our alignment manager ensures that staff our maintain retain necessary permits and supports staff in continued education to achieve higher permit levels. Performance Reviews are completed on all staff every year, including professional development plans to support a quality workforce.

2. Applying the Results Oriented Management and Accountability (ROMA) cycle of assessment, planning, implementation, achievement of results, and evaluation, describe one change your agency made to improve low-income individuals' and families' capacity for self-sufficiency. (CSBG Act Section 676(b)(12), Organizational Standard 4.2)

- No change to the response in your agency's 2020-2021 CAP.
- Adaptations to the response in your agency's 2020-2021 CAP are described below.

As the pandemic unfolded, many childcare centers closed, schools went remote and essential workers, including our staff, continued to need to go to work. We assessed the situation, looking at the data we could and listening to families and staff, and planned and implemented two unique childcare interventions to support low-income individuals: pop-up childcare centers for essential workers and later on a school-age program for children of staff. We saw results in that essential workers with children were able to get childcare, keep their jobs, and get needed relief, including our own staff. We collected stories from families as well as recorded family needs and situations to do some evaluation. We are now entering another cycle in determining needs and planning for programs for next school year as we enter the recovery stage of the pandemic.

3. Applying the full ROMA cycle, describe one change your agency facilitated to help revitalize the low-income communities in your agency's service area(s). (CSBG Act Section 676(b)(12), Organizational Standard 4.2) (Optional)

During the pandemic, it was clear that we needed to assess what we could do to better support community in this difficult time. As we heard from community through direct engagement, surveys and conversations with partners specifically on the needs, it became clear that people were very worried about housing stability. We met with a group of community partners and elected officials to plan community-level policy intervention, identifying extending the eviction moratoria and freezing rents as a top priority. These policies were then implemented; initially this group was focused on the Canal neighborhood, and some policies were targeted as such, but other communities have come onboard. The result has been relief for families who have time to gather resources and apply for rental support without having to worry about imminent eviction or rent hikes. While evaluation is ongoing, we are entering into another cycle of examining needs and planning additional actions to help support low-income communities.

## Additional Information (Optional)

### Disaster Preparedness

1. Does your agency have a disaster plan in place that includes strategies on how to remain operational and continue providing services to low-income individuals and families during and following a disaster?

Yes

No

2. If so, when was the disaster plan last updated?

October 2020

3. Briefly describe your agency's main strategies to remain operational during and after a disaster.

All staff are responsible for safety and are trained in agency policies and procedures related to safety and emergency planning and preparation. In particular, all managers, including supervisors, directors, vice presidents, and executive staff are expected to ensure employees' proper

adherence to this Plan through regular review. Training is conducted as part of ongoing agency operations, employee onboarding, and during monthly meetings. All training material is available online thru our agency HRIS (Paycom) as well as in Microsoft Teams and Sharepoint.

Once an emergency is identified, all employees are expected to follow the emergency plan. As part of our ongoing safety preparation and training, all staff are expected to provide all contact information to Human Resources and ensure that their direct supervisor and team know their work location each day. Finally, during an emergency, all employees working at CAM sites are expected to report to the designated floor monitors after evacuation to a designated assembly area for that site. Appropriate responses to an emergency may include evacuating the area, summoning additional assistance, mitigating the hazard, or assisting another member of the community in cases of accident, fire, illness, or injury. After a disaster, relevant staff debrief to share experiences, lessons and adjust protocols as needed for subsequent disasters.

## Agency Capacity Building

1. Although the CNA focused on Community and Family Level needs, if your agency identified Agency Level need(s) during the CNA process, list them here.

Our recent staff survey highlighted both Agency Level needs as well as community needs. Agency Level themes noted a desire to further strengthen internal communication, and in particular build stronger communication between frontline and leadership staff. A desire for increased compensation/pay equity was also a theme. Staff also asked for more engagement from the board.

2. Describe the steps your agency is planning to take to address the Agency Level need(s).

We are expanding the ways we use an online intranet tool/Workplace as a mechanism for communication across the agency and have implemented a digital anonymous suggestion box that staff can use to provide input. Board and staff leadership will begin participating in site visits to connect with staff in the coming months and we are scheduling quarterly meetings between our Staff Council/frontline staff and the leadership team. We recently raised our agency minimum wage to \$15/hour ahead of the county's implementation schedule and have given a 4% wage increase to many of our lowest paid staff as well as significantly increased the agency's contribution toward health benefits. A new internal compensation committee has been formed to advance our pay equity work in the coming year.

# Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

## Use of CSBG Funds Supporting Local Activities

**676(b)(1)(A):** The state will assure “that funds made available through grant or allotment will be used – (A) to support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under title IV of the Social Security Act, homeless families and individuals, migrant or seasonal farmworkers, and elderly low-income individuals and families, and a description of how such activities will enable the families and individuals--

- i. to remove obstacles and solve problems that block the achievement of self-sufficiency (particularly for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);
  - ii. to secure and retain meaningful employment;
  - iii. to attain an adequate education with particular attention toward improving literacy skills of the low-income families in the community, which may include family literacy initiatives;
  - iv. to make better use of available income;
  - v. to obtain and maintain adequate housing and a suitable living environment;
  - vi. to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent individual and family needs;
  - vii. to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots
  - viii. partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to
- 
- I. document best practices based on successful grassroots intervention in urban areas, to develop methodologies for wide-spread replication; and
  - II. strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;

## Needs of Youth

**676(b)(1)(B)** The state will assure “that funds made available through grant or allotment will be used – (B) to address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as--

- I. programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs); and
- II. after-school childcare programs.

## **Coordination of Other Programs**

**676(b)(1)(C)** The state will assure “that funds made available through grant or allotment will be used – (C) to make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including state welfare reform efforts)

## **Eligible Entity Service Delivery System**

**676(b)(3)(A)** Eligible entities will describe “the service delivery system, for services provided or coordinated with funds made available through grants made under 675C(a), targeted to low-income individuals and families in communities within the state;

## **Eligible Entity Linkages – Approach to Filling Service Gaps**

**676(b)(3)(B)** Eligible entities will describe “how linkages will be developed to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations.”

## **Coordination of Eligible Entity Allocation 90 Percent Funds with Public/Private Resources**

**676(b)(3)(C)** Eligible entities will describe how funds made available through grants made under 675C(a) will be coordinated with other public and private resources.”

## **Eligible Entity Innovative Community and Neighborhood Initiatives, Including Fatherhood/Parental Responsibility**

**676(b)(3)(D)** Eligible entities will describe “how the local entity will use the funds [made available under 675C(a)] to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging parenting.”

## **Eligible Entity Emergency Food and Nutrition Services**

**676(b)(4)** An assurance “that eligible entities in the state will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.”

## **State and Eligible Entity Coordination/linkages and Workforce Innovation and Opportunity Act Employment and Training Activities**

**676(b)(5)** An assurance “that the State and eligible entities in the State will coordinate, and establish linkages between, governmental and other social services programs to assure the effective delivery of such services, and [describe] how the State and the eligible entities will coordinate the provision of employment and training activities, as defined in section 3 of the Workforce Innovation and Opportunity Act, in the State and in communities with entities providing activities through statewide and local workforce development systems under such Act.”

## **State Coordination/Linkages and Low-income Home Energy Assistance**

**676(b)(6)** “[A]n assurance that the State will ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in such community.”

## **Community Organizations**

**676(b)(9)** An assurance “that the State and eligible entities in the state will, to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations.”

### **Eligible Entity Tripartite Board Representation**

**676(b)(10)** “[T]he State will require each eligible entity in the State to establish procedures under which a low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism) of the eligible entity to petition for adequate representation.”

### **Eligible Entity Community Action Plans and Community Needs Assessments**

**676(b)(11)** “[A]n assurance that the State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community service block grant made under this subtitle for a program, a community action plan (which shall be submitted to the Secretary, at the request of the Secretary, with the State Plan) that includes a community needs assessment for the community serviced, which may be coordinated with the community needs assessment conducted for other programs.”

### **State and Eligible Entity Performance Measurement: ROMA or Alternate System**

**676(b)(12)** “[A]n assurance that the State and all eligible entities in the State will, not later than fiscal year 2001, participate in the Results Oriented Management and Accountability System, another performance measure system for which the Secretary facilitated development pursuant to section 678E(b), or an alternative system for measuring performance and results that meets the requirements of that section, and [describe] outcome measures to be used to measure eligible entity performance in promoting self-sufficiency, family stability, and community revitalization.”

### **Fiscal Controls, Audits, and Withholding**

**678D(a)(1)(B)** An assurance that cost and accounting standards of the Office of Management and Budget (OMB) are maintained.

**By checking this box and signing the Cover Page and Certification, the agency’s Executive Director and Board Chair are certifying that the agency meets the assurances set out above.**

## State Assurances and Certification

California Government Code Sections 12747(a), 12760, 12768

[California Government Code § 12747\(a\)](#): Community action plans shall provide for the contingency of reduced federal funding.

[California Government Code § 12760](#): CSBG agencies funded under this article shall coordinate their plans and activities with other agencies funded under Articles 7 (commencing with Section 12765) and 8 (commencing with Section 12770) that serve any part of their communities, so that funds are not used to duplicate particular services to the same beneficiaries and plans and policies affecting all grantees under this chapter are shaped, to the extent possible, so as to be equitable and beneficial to all community agencies and the populations they serve.

### **For MSFW Agencies Only**

[California Government Code § 12768](#): Migrant and Seasonal Farmworker (MSFW) entities funded by the department shall coordinate their plans and activities with other agencies funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries.

- By checking this box and signing the Cover Page and Certification, the agency's Executive Director and Board Chair are certifying the agency meets assurances set out above.**

## Organizational Standards

### MAXIMUM FEASIBLE PARTICIPATION

#### Category One: Consumer Input and Involvement

**Standard 1.1** The organization/department demonstrates low-income individuals' participation in its activities.

**Standard 1.2** The organization/department analyzes information collected directly from low-income individuals as part of the community assessment.

#### Category Two: Community Engagement

**Standard 2.1** The organization/department has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other anti-poverty organizations in the area.

**Standard 2.2** The organization/department utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

**Standard 2.4** The organization/department documents the number of volunteers and hours mobilized in support of its activities.

#### Category Three: Community Assessment

**Private Agency - Standard 3.1** Organization conducted a community assessment and issued a report within the past 3 years.

**Public Agency - Standard 3.1** The department conducted or was engaged in a community assessment and issued a report within the past 3-year period, if no other report exists.

**Standard 3.2** As part of the community assessment, the organization/department collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).

**Standard 3.3** The organization/department collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.

**Standard 3.4** The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

**Standard 3.5** The governing board or tripartite board/advisory body formally accepts the completed community assessment.

## VISION AND DIRECTION

### Category Four: Organizational Leadership

**Private Agency - Standard 4.1** The governing board has reviewed the organization's mission statement within the past 5 years and assured that:

- 1.The mission addresses poverty; and
- 2.The organization's programs and services are in alignment with the mission.

**Public Agency - Standard 4.1** The tripartite board/advisory body has reviewed the department's mission statement within the past 5 years and assured that:

- 1.The mission addresses poverty; and
- 2.The CSBG programs and services are in alignment with the mission.

**Standard 4.2** The organization's/department's Community Action Plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.

**Standard 4.3** The organization's/department's Community Action Plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

### Category Six: Strategic Planning

**Standard 6.4** Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process, or comparable planning process.

## Appendices

Please complete the table below by entering the title of the document and its assigned appendix letter. Agencies must provide a copy of the Notice(s) of Public Hearing and the Low-Income Testimony and the Agency's Response document as appendices A and B, respectively. Other appendices such as need assessment surveys, maps, graphs, executive summaries, analytical summaries are encouraged. All appendices should be labeled as an appendix (e.g., Appendix A: Copy of the Notice of Public Hearing) and submitted with the CAP.

Document Title	Appendix Location
Copy of the Notice(s) of Public Hearing	A
Low-Income Testimony and Agency's Response	B
Public Hearing and Comment Outreach Examples	C
Summary Slides used for Public Hearing: Needs Assessment and CAP	D
Agency-Wide Full Needs Assessment	E