

2026/2027

Community Needs Assessment and Community Action Plan



Template Revised - 05/24/2025

Contents

Introduction 3

 Purpose 3

 Federal CSBG Programmatic Assurances and Certification 3

 State Assurances and Certification 3

 Compliance with CSBG Organizational Standards 4

 What’s New for 2026/2027? 4

Checklist 5

Cover Page 6

Public Hearing(s) 8

Part I: Community Needs Assessment Summary 10

 Narrative 12

 Results 15

Part II: Community Action Plan 21

 Vision and Mission Statements 21

 Causes and Conditions of Poverty 22

 Tripartite Board of Directors 32

 Service Delivery System 33

 Linkages and Funding Coordination 35

 Monitoring 43

 ROMA Application 45

 Federal CSBG Programmatic Assurances 49

 State Assurances 52

 Organizational Standards 53

Part III: Appendices 55

Introduction

The Department of Community Services and Development (CSD) has developed the 2026/2027 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) Service Providers network. CSD requests agencies submit a completed CAP, including a CNA, to CSD on or before **June 30, 2025**. Changes from the previous template are detailed below in the “What’s New for 2026/2027?” section. Provide all narrative responses in 12-point Arial font with 1.15 spacing. A completed CAP template should not exceed 65 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 confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the Federal CSBG Programmatic Assurances.

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 is provided in this template. CSBG agencies should review these assurances and confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the State Assurances.

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 the Organizational Standards. A list of Organizational Standards that are met by an accepted CAP, including a CNA, are 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 2026/2027?

Due Date. The due date for your agency's 2026/2027 CAP is June 30, 2025. However, earlier submission of the CSBG Network's CAPs will allow CSD more time to review and incorporate agency information in the CSBG State Plan and Application. CSD, therefore, requests that agencies submit their CAPs on or before May 31, 2025.

ROMA Certification Requirement. CSD requires that agencies have the capacity to provide their own ROMA, or comparable system, certification for your agency's 2026/2027 CAP. Certification can be provided by agency staff who have the required training or in partnership with a consultant or another agency.

Federal CSBG Programmatic and State Assurances Certification. In previous templates, the federal and state assurances were certified by signature on the Cover Page and by checking the box(es) in both federal and state assurances sections. In the 2026/2027 template, CSD has clarified the language above the signature block on the Cover Page and done away with the check boxes. Board chairs and executive directors will certify compliance with the assurances by signature only. However, the Federal CSBG Programmatic Assurances and the State Assurances language remain part of the 2026/2027 template.

Other Modifications. The title page of the template has been modified to include your agency's name and logo. Please use this space to brand your agency's CAP accordingly. CSD has also added references to the phases of the ROMA Cycle i.e. assessment, planning, implementation, achievement of results, and evaluation throughout the 2026/2027 template. Additionally, there are a few new questions, minor changes to old questions, and a reordering of some questions.

Checklist

- Cover Page
- Public Hearing Report

Part I: Community Needs Assessment Summary

- Narrative
- Results

Part II: Community Action Plan

- Vision and Mission Statements
- Causes and Conditions of Poverty
- Tripartite Board of Directors
- Service Delivery System
- Linkages and Funding Coordination
- Monitoring
- ROMA Application
- Federal CSBG Programmatic Assurances
- State Assurances
- Organizational Standards

Part III: Appendices

- Notice of Public Hearing
- Low-Income Testimony and Agency's Response
- Community Needs Assessment

Cover Page

Agency Name:	Community Action Marin
Name of CAP Contact:	Rob Palmer
Title:	Learning & Evaluation Advisor
Phone:	415-234-7003
Email:	rpalmer@camarin.org

Date Most Recent CNA was Completed: (Organizational Standard 3.1)	6/10/2025
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Board and Agency Certification

The undersigned hereby certifies that this agency will comply with the [Federal CSBG Programmatic Assurances \(CSBG Act Section 676\(b\)\)](#) and [California State Assurances \(Government Code Sections 12747\(a\), 12760, and 12768\)](#) for services and programs provided under the 2026/2027 Community Needs Assessment and Community Action Plan. The undersigned governing body accepts the completed Community Needs Assessment. (Organizational Standard 3.5)

Name: Chandra Alexandre, CCAP		Name: Jeff Babcock	
Title:	Chief Executive Officer	Title:	Board Chair
Date:		Date:	

ROMA Certification

The undersigned hereby certifies that this agency’s Community Action Plan and strategic plan document the continuous use of the Results Oriented Management and Accountability (ROMA) system or comparable system (assessment, planning, implementation, achievement of results, and evaluation). (CSBG Act 676(b)(12), Organizational Standard 4.3)

Name:	Rob Palmer
ROMA Title:	NCRI
Date:	

CSD Use Only

Dates CAP		Accepted By
Received	Accepted	

Cover Page

Agency Name:	Community Action Marin
Name of CAP Contact:	Rob Palmer
Title:	Learning & Evaluation Advisor
Phone:	415-234-7003
Email:	rpalmer@camarin.org

Date Most Recent CNA was Completed: (Organizational Standard 3.1)	6/10/2025
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The undersigned hereby certifies that this agency will comply with the Federal CSBG Programmatic Assurances (CSBG Act Section 676(b)) and California State Assurances (Government Code Sections 12747(a), 12760, and 12768) for services and programs provided under the 2026/2027 Community Needs Assessment and Community Action Plan. The undersigned governing body accepts the completed Community Needs Assessment. (Organizational Standard 3.5)




Name: Chandra Alexandre, CCAP	Name: Jeff Babcock
Title: Chief Executive Officer	Title: Board Chair
Date: June 26, 2025	Date: June 26, 2025

ROMA Certification

The undersigned hereby certifies that this agency's Community Action Plan and strategic plan document the continuous use of the Results Oriented Management and Accountability (ROMA) system or comparable system (assessment, planning, implementation, achievement of results, and evaluation). (CSBG Act 676(b)(12), Organizational Standard 4.3)



Name: Rob Palmer
ROMA Title: NCRI
Date: 6/26/2025

CSD Use Only

Dates CAP		Accepted By
Received	Accepted	

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. Testimony presented by low-income individuals and families during the public hearing shall be identified in the final CAP.

Guidelines

Notice of Public Hearing

1. Notice of the public hearing should be published at least 10 calendar days prior to the public hearing.
2. The notice may be published on the agency's website, social media channels, and/or in newspaper(s) of local distribution.
3. The notice should 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 10 calendar days prior to the public hearing. Agencies may opt to extend the comment period for a selected number of days after the hearing.
5. The draft CAP should be made available for public review and inspection approximately 30 days prior to the public hearing. The draft CAP may be posted on the agency's website, social media channels, and distributed electronically or in paper format.
6. Attach a copy of the Notice(s) of Public Hearing in Part III: Appendices as Appendix A.

Public Hearing

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) must be held in the designated CSBG service area(s).
3. Low-income testimony presented at the hearing or received during the comment period should be memorialized verbatim in the Low-Income Testimony and Agency's Response document and appended to the final CAP as Appendix B in Part III: Appendices.
4. The Low-Income Testimony and Agency's Response document should include the name of low-income individual, his/her 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.

Additional Guidance

For the purposes of fulfilling the public hearing requirement on the draft CAP, agencies may conduct the public hearing in-person, remotely, or using a hybrid model based on community need at the time of the hearing.

Public Hearing Report

Date(s) the Notice(s) of Public Hearing(s) was/were published	4/23/2025
Date Public Comment Period opened	5/19/2025
Date Public Comment Period closed	6/10/2025
Date(s) of Public Hearing(s)	5/29/2025
Location(s) of Public Hearing(s)	531 Hamilton Parkway Novato, CA 94949
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	Agency website, social media platforms (LinkedIn, Instagram, and Facebook), via email to community organizations, and during in-person Focus Groups
Number of attendees at the Public Hearing(s)	58 total: - 27 in-person - 31 via Zoom

Part I: Community Needs Assessment Summary

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Helpful Resources

A community needs assessment provides a comprehensive “picture” of the needs in your service area(s). Resources are available to guide agencies through this process.

- CSD-lead training – “Community Needs Assessment: Common Pitfalls and Best Practices” on Tuesday, September 10, 2024, at 1:00 pm. [Registration is required](#). The training will be recorded and posted on the Local Agencies Portal after the event.
- Examples of CNAs, timelines, and other resources are on the [Local Agencies Portal](#).
- [Community Action Guide to Comprehensive Community Needs Assessments](#) published by the National Association for State Community Service Programs (NASCSPP).
- [Community Needs Assessment Tool](#) designed by the National Community Action Partnership (NCAP).
- National and state quantitative data sets. See links below.

Sample Data Sets		
U.S. Census Bureau Poverty Data	U.S. Bureau of Labor Statistics Economic Data	U.S. Department of Housing and Urban Development Housing Data & Report
HUD Exchange PIT and HIC Data Since 2007	National Low-Income Housing Coalition Housing Needs by State	National Center for Education Statistics IPEDS
California Department of Education School Data via DataQuest	California Employment Development Department UI Data by County	California Department of Public Health Various Data Sets
California Department of Finance Demographics	California Attorney General Open Justice	California Health and Human Services Data Portal
CSD Census Tableau Data by County		Population Reference Bureau KidsData
Data USA National Public Data	National Equity Atlas Racial and Economic Data	Census Reporter Census Data

Sample Data Sets		
Urban Institute SNAP Benefit Gap	Race Counts California Racial Disparity Data	Rent Data Fair Market Rent by ZIP
UC Davis Center for Poverty & Inequality Poverty Statistics	University of Washington Center for Women's Welfare California Self-Sufficiency Standard	University of Wisconsin Robert Wood Johnson Foundation County Health Rankings
Massachusetts Institute of Technology Living Wage Calculator	Nonprofit Leadership Center Volunteer Time Calculator	Economic Policy Institute Family Budget Calculator

Narrative

CSBG Act Section 676(b)(9)

Organizational Standards 2.2, 3.3

ROMA – Assessment

Based on your agency’s most recent CNA, please respond to the questions below.

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

Marin County is in the northern part of the San Francisco Bay Area, bordering the Pacific Ocean and south of Sonoma County. Marin County is 520 square miles with a population density (people per square mile) of 489. The county is a mix of suburban (for example Marin City, with a population density of 6,717) and rural (for example Point Reyes Station, with a population density of 74) areas.

Higher poverty rates are found in areas with more dense, multi-dwelling housing, such as southern San Rafael (especially the Canal neighborhood), Marin City, and parts of Novato. This highlights income and racial disparities, limited affordable housing, economic segregation, and historical exclusion. High child poverty rates in these neighborhoods is especially concerning and call for focused attention despite the county's overall low federal poverty rate.

Another area of poverty concern is West Marin, a region of about 400 square miles made up of seven unincorporated communities. Due to the sparse populations of these communities, census poverty data is highly variable. We know from experience that many families West Marin struggle to meet their basic needs. So we need to look beyond numbers at real families - spending time in these communities, providing services, and talking with them to better understand their needs.

2. Indicate from which sources your agency collected and analyzed quantitative data for its most recent 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 Equity Atlas
- National Center for Education Statistics
- Academic data resources
- Other online data resources
- Other

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

California State Data Sets

- Employment Development Department
- Department of Education
- Department of Public Health
- Attorney General
- Department of Finance
- Other

Surveys

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

Agency Data Sets

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

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

Surveys

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

Interviews

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

Focus Groups

- Local leaders
- Elected officials
- Partner organizations' leadership
- Board members
- New and potential partners
- Clients
- Staff

 Community Forums **Asset Mapping** **Other**

4. Confirm that your agency collected and analyzed information from each of the five community sectors below as part of the assessment of needs and resources in your service area(s). Your agency must demonstrate that all sectors were included in the needs assessment by checking each box below; a response for each sector is required. (CSBG Act Section 676(b)(9), Organizational Standard 2.2)

Community Sectors

- Community-based organizations
- Faith-based organizations
- Private sector (local utility companies, charitable organizations, local food banks)
- Public sector (social services departments, state agencies)
- Educational institutions (local school districts, colleges)

Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Organizational Standards 4.2

State Plan Summary and Section 14.1a

ROMA – Planning

Based on your agency’s most recent CNA, please complete Table 1: Needs Table and Table 2: Priority Ranking Table.

Table 1: Needs Table					
Needs Identified	Level (C/F)	Agency Mission (Y/N)	Currently Addressing (Y/N)	If not currently addressing, why?	Agency Priority (Y/N)
Individuals/families lack access to safe and affordable housing	F	Y	Y		Y
Communities lack an adequate supply of safe and affordable housing	C	Y	Y		Y
Individuals/families are not able to pay for basic needs, including rent, utilities, food	F	Y	Y		Y
Individuals/families lack the ability to meet basic needs	F	Y	Y		Y
Individuals/families lack access to safe and affordable housing	F	Y	Y		Y
Communities lack an adequate supply of safe and affordable housing	C	Y	Y		Y
Individuals/families lack high-quality, affordable childcare and early childhood education	F	Y	Y		Y
Communities lack availability of high-quality, affordable childcare and early childhood education	C	Y	Y		Y
Individuals/families lack good paying jobs and/or opportunities for career development	F	Y	Y		Y
Individuals/families lack financial management skills	F	Y	Y		Y
Individuals/families lack access to healthy and affordable food	F	Y	Y		Y
Individuals/families lack access to affordable health care	F	Y	Y		Y
Individuals/families lack mental health support	F	Y	Y		Y
Individuals/families are not accessing all the benefits they are entitled to (including due to fear of deportation)	F	Y	Y		Y
There continues to be racial inequity in the areas of employment, housing, and health`	C	Y	Y		Y

The community lacks racial equity in outcomes across domains such as income, education, health, and well-being	C	Y	Y		Y
Early childhood educators in the community are not adequately compensated	C	Y	Y		Y
Anti-poverty resources and benefits navigation assistance is not available in all regions of the community	C	Y	Y		Y
Communities lack good paying jobs	C	N	N	Insufficient resources available	N
Individuals/families lack affordable transportation	F	N	N	Need departs from our agency's mission.	N
Individuals/families are fearful of deportation	F	N	N	Need met by local partner.	N

Needs Identified: Enter each need identified in your agency's most recent CNA. Ideally, agencies should use ROMA needs statement language in Table 1. ROMA needs statements are complete sentences that identify the need. For example, "Individuals lack living wage jobs" or "Families lack access to affordable housing" are needs statements. Whereas "Employment" or "Housing" are not. Add row(s) if additional space is needed.

Level (C/F): Identify whether the need is a community level (C) or a family level (F) need. If the need is a community level need, the need impacts the geographical region directly. If the need is a family level need, it will impact individuals/families directly.

Agency Mission (Y/N): Indicate if the identified need aligns with your agency's mission.

Currently Addressing (Y/N): Indicate if your agency is addressing the identified need.

If not currently addressing, why?: If your agency is not addressing the identified need, please select a response from the dropdown menu.

Agency Priority: Indicate if the identified need is an agency priority.

Table 2: Priority Ranking Table

	Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category
1.	Individuals/families lack high-quality, affordable childcare and early childhood education	<p>Children and Family Services:</p> <ul style="list-style-type: none"> - Provide early childhood education and childcare services to approx. 500 children, helping them achieve outcomes primarily in Domain 2 - Provide support to approx. 400 families of preschool children, helping them achieve outcomes primarily in domain 5 	<p>FNPI 2a, FNPI 2b, FNPI 2c, FNPI 2d, FNPI 2e, FNPI 2h, FNPI 5d, FNPI 5e, SRV 2a, SRV 2b, SRV 2c, SRV 2d, SRV 2e, SRV 2g, SRV 2k, SRV 2l, SRV 2n, SRV 2w, SRV 2cc</p>
1	Communities lack availability of high-quality, affordable childcare and early childhood education	<p>We are helping to make early childhood education available to more qualified low-income children by doing the following:</p> <ul style="list-style-type: none"> - Running an 18-month ECE apprenticeship program in partnership with ECEPTS, resulting in a 12-unint associate teacher permit. 17 participants completed the program in 2024 and 22 will complete in 2025. - Advocate with policymakers to increase funding for early childhood, pursue rate reform for childcare, and invest in the early childhood workforce (timeframe = on-going) - Launching a capital campaign to add a child care center at our new main office site to serve approximately 75 children. 	<p>Domain 2 Strategy: Education: CNPI 2:</p> <ul style="list-style-type: none"> - Number enrolled in and number graduated from ECE apprenticeship program - Number of engagements with policymakers - Number of policies proposed - Number of policies enacted
1	Early childhood educators in the community are not adequately compensated	<p>With the agency's workforce predominantly in ECE, we advocate for local solutions as well as more state and federal funding within ECE to address these inequities. We partner locally to produce a healthier ecosystem for ECE workers and families and raise unrestricted revenue to invest in the ECE workforce of our own agency (timeframe = on-going)</p>	<p>Domain 1 Strategy: Employment: CNPI 1z: Number of early childhood educators/frontline staff at CAM who received increased compensation</p>
2	Individuals/families lack the ability to meet basic needs	<ul style="list-style-type: none"> - Housing - see "indiv/fam lack access to safe & affordable housing" below - Utilities - part of Housing Justice, provide utilities support to clients to avoid a utility shut-off or reestablish utilities (~600 client outcomes) - Food - See "Indiv/fam lack access to healthy & affordable food" below 	<p>FNPI 3a, FNPI 3b, FNPI 3z, FNPI 4e, FNPI 4f., FNPI 4z, SRV 3l, SRV 3m, SRV 4i, SRV 4m, SRV 5ii, SRV 5jj</p>
2	Individuals/families lack access to safe and affordable housing	<p>Housing Justice:</p> <ul style="list-style-type: none"> - Provide deposits to help people obtain safe & affordable housing (~100 client outcomes) - Provide rental assistance to help people avoid eviction (~650 client outcomes) - CARE, TAY, and Housing Based Case 	<p>FNPI 4a, FNPI 4b, FNPI 4c, FNPI 4d, FNPI 4e, FNPI 4f SRV 4b, SRV 4c, SRV 4d, SRV 4e, SRV 4g, SRV 4h</p>

		<p>Management programs: provide housing navigation, and/or housing tenancy and general supportive services to approx. 200 homeless and precariously housed adults and Transition Age Youth to help them meet basic needs, obtain safe & affordable housing, and/or avoid eviction</p> <p>Economic Justice: -- within financial coaching program, provide housing coaching and navigation service to help people obtain housing, avoid eviction, or improve their housing status on the Crisis-To-Thriving scale (~200 clients served)</p>	SRV 4m, SRV 4n, SRV 4o, SRV 4p
2	Communities lack an adequate supply of safe and affordable housing	Build a coalition of support across government, community-based organizations, faith-based organizations, funders, and grassroots organizers to advance solutions to Marin's housing crisis across the 3 Ps - production of new affordable housing, preservation of existing affordable housing, and protection of tenants of low-income (timeframe = on-going)	Domain 4 Strategy: Housing: CNPI 4z: Number of cross-sector partners who join Housing Coalition and related advocacy efforts to make improvements on community issues causing Marin's housing crisis.
2	Individuals/families lack access to healthy and affordable food	<p>Food Justice:</p> <ul style="list-style-type: none"> - Provide meals to approx 500 children - Provide approx. 150 boxes of food to community members - Provide approx. 8,800 congregate meals to seniors - Distribute excess produce from our gardens/farm to the community 	FNPI 3a, FNPI 3b, FNPI 3z SRV 3l, SRV 5ii, SRV 5jj
2	Individuals/families are not accessing all the benefits they are entitled to	<p>Economic Justice:</p> <ul style="list-style-type: none"> - Provide assistance to over 500 clients to determine eligibility and apply for public benefits programs 	FNPI 3a, FNPI 3b, FNPI 3z SRV 3h, SRV 3i, SRV 3k, SRV 3l, SRV 5j
2	Anti-poverty resources and benefits navigation assistance is not available in all regions of the community	Expand a Community Schools/Whole Family Approach across locations in Marin County to extend a full array of programs and services, including early childhood education, to support children and families in pursuing their dreams. We seek to build public and private partnerships in a shared commitment to providing community-responsive services through innovative and effective service delivery models that put families and clients at the center (timeframe = on-going)	Domain 3 Strategy: Income, Infrastructure & Asset Building: CNPI 3b.6: Number of Community Schools/Whole Family access points operating in service to Marin
3	There continues to be racial inequity in the areas of employment, housing, and health	Build a coalition of support across government, community-based organizations, faith-based organizations, funders, and grassroots organizers to address the systemic problems people of color and low-income in our county face (timeframe = on-going)	Domain 5 Strategy Health/Social & Behavioral Development: CNPI 5z: Number of advocacy actions through policy or

			systems change efforts to improve conditions of poverty in Marin.
3	The community lacks racial equity in outcomes across domains such as income, education, health, and well-being	CAM staff and program participants engage in community initiatives to advance equity, contribute expertise as an anti-poverty service provider and ensure the voices of impacted populations are at the center of solutions (timeframe = on-going)	Domain 5 Strategy: Health/ Social & Behavioral Development: CNPI 5z: Number of staff and/or clients participating in public hearings, policy forums, community planning, or other advisory boards related to CAM's delivery of service and/or implementation of strategies to address conditions of poverty in Marin.
3	Individuals/families lack good paying jobs and/or career development opportunities	Economic Justice: - Workforce Development program - provide support to approximately 85 clients in multiple programs to assist them in obtaining a job, moving to a better job, or advancing in their career - SparkPoint financial coaching program - provide coaching for approx. 200 clients, including employment related topics (job search, resume building, interview skills, obtaining new education, skills, or training)	FNPI 1s, FNPI 1b, FNPI 1c, FNPI 1d, FNPI 1h, FNPI 1z, FNPI 2h, FNPI 3d, FNPI 3e , FNPI 3f , FNPI 3h, SRV 1a, SRV 1b, SRV 1d, SRV 1f, SRV 1g, SRV 1h, SRV 1i, SRV 1j, SRV 1k, SRV 1m, SRV 1o, SRV 3c
3	Individuals/families lack financial management skills	Economic Justice - SparkPoint financial coaching program, serve approx. 200 clients, including financial management topics (budgeting, improving credit, increasing savings, reducing debt)	FNPI 3c, FNPI 3d, FNPI 3e , FNPI 3f , FNPI 3h, SRV 3a, SRV 3b, SRV 3c, SRV 3d, SRV 3e, SRV 3m
3	Individuals/families lack access to affordable health care	Children and Family Services: - Provide health support to approx. 400 families of preschool children, including: immunizations, medical & dental check-ups, vision & hearing screening.	SRV 5a, SRV 5b, SRV 5c, SRV 5d, SRV 5dd, SRV 5ee
3	Individuals/families lack mental health support	Children and Family Services: - Provide mental health support to approx. 400 families of preschool children, including mental health screenings and referrals	SRV 5u, SRV 5v

Agency Priorities: Rank the needs identified as a priority in Table 1: Needs Table according to your agency's

planned priorities. Ideally, agencies should use ROMA needs statement language. Insert row(s) if additional space is needed.

1 = highest agency priority (early childhood education and childcare)

2 = high agency priority (basic needs)

3 = agency priority

Description of programs, services, activities: Briefly describe the program, services, or activities that your agency will provide to address the need. Including the number of clients who are expected to achieve the indicator in a specified timeframe.

Indicator projections and reporting are reported as part of CSBG

Indicator/Service Category: List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported on in Modules 3 and 4 of the CSBG Annual Report.

Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

California Code of Regulations Sections 100651 and 100655

Vision and Mission Statements

ROMA – Planning

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 in Marin to achieve well-being by providing the 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.

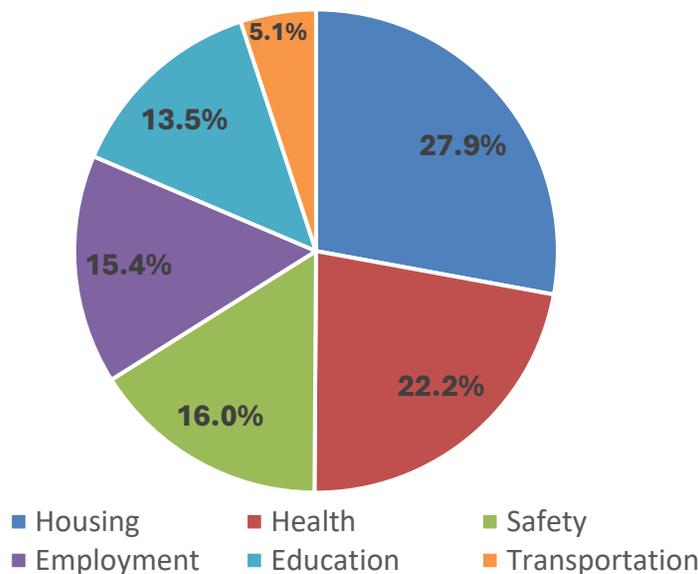
1. Describe the key findings of your analysis of information collected directly from low-income individuals to better understand their needs. (Organizational Standards 1.1, 1.2)

As part of our 2025 Community Needs Assessment process, CAM conducted a community needs survey in early 2025. We made the survey available in multiple languages to clients receiving CAM services, including our early childhood education (Head Start/Early Head Start) programs, and other members of the Marin County community. We sent the survey to community members by email through community partners and shared the survey link in-person outside local businesses, schools, community clinics, food distribution sites, and other locations in the community that are frequented by our target populations.

The results reflect the responses of over 750 survey respondents from all regions of Marin and a diversity of backgrounds.

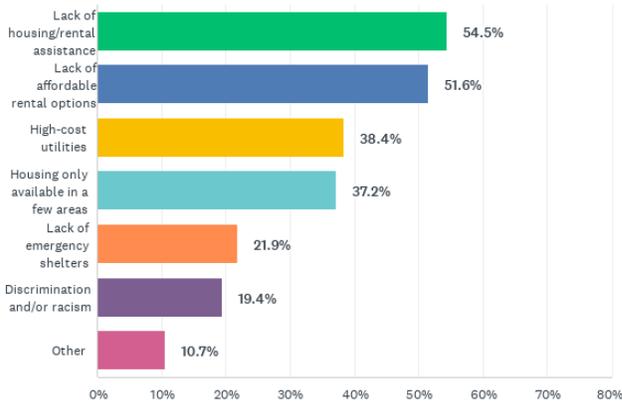
Housing remains the highest concern due to ongoing challenges and slow progress in affordable housing availability. Health is the second highest concern, a rank it first achieved in 2023, moving ahead of employment and education. Safety saw a significant increase in concern, rising from 5th in 2023 to 3rd in 2025, driven by worries about racism and fear of deportation.

Highest Ranked Area of Community Concern



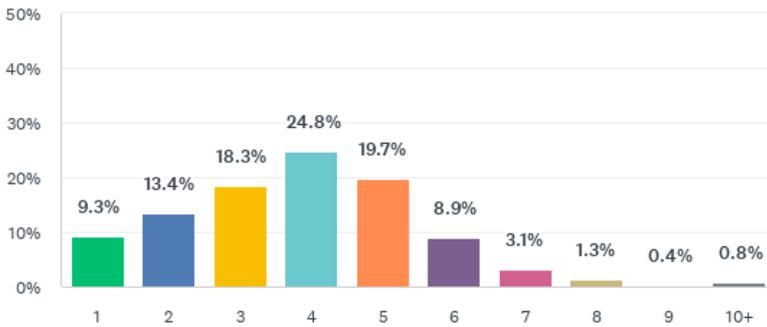
Housing was the top concern among those who responded to our survey, with 28% ranking it their number one concern out of six options and 63% ranking it in their top 3 three. Our survey inquired about the most concerning housing issues. The results clearly indicate that respondents are primarily concerned with housing costs, including both the direct expenses for rent and utilities, as well as the need for assistance with housing costs.

Please select the top 3 Housing issues or concerns in your community:



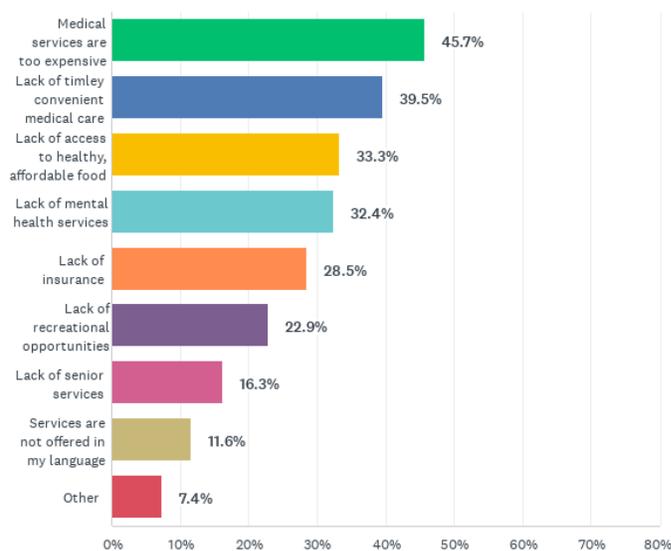
In addition to survey data, we also conducted four Focus Groups to discuss survey findings. Focus Group participants, regardless of demographics, consistently shared concerns and frustrations about the high cost of rent and utilities in Marin and the toll it takes on their personal and household budgets. Our survey data showed that four or more people live in many households, suggesting that families with children, multigenerational households, and multiple families living together responded to the survey. This was also reinforced by Focus Group comments about overcrowded housing due to unreasonably high housing costs.

How many people currently live in your household?



Health was the second highest concern identified in Community Action Marin’s 2025 community needs survey, with 22% identifying it as their area of greatest concern and 65% ranking it in their top three. In addition, Health was the top community concern identified by the parents of CAM’s early childhood education programs, with 25% ranking it their top concern.

Please select the top 3 Health issues or concerns in your community:

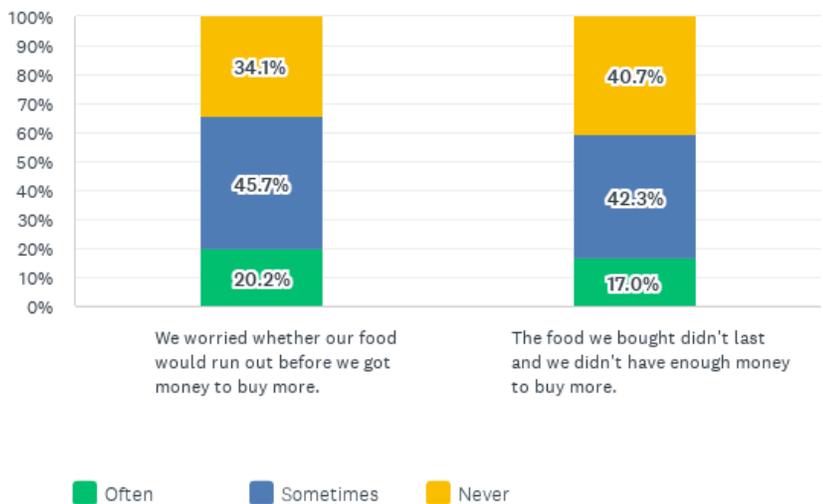


Considering that 74% of our survey respondents earn less than \$50,000 per year, it is not surprising that the cost of medical services is a major concern. Consistent feedback from our Focus Groups highlights that the overall cost of living in Marin is prohibitive, with health care expenses being one of many strains on household budgets.

Concerns about accessing medical care, and mental health services, ranked high in the survey. These families often have limited flexibility in their work schedules and face transportation constraints, making it difficult to obtain the care they need. Survey comments in the Other category added additional perspective about access to dental care: *“Marin community clinics no longer sees adults for dental work, and they can’t see you in a good time frame - right now appointments are three months out”* and *“Very limited possibilities for dental care. The whole system must be changed and human life and dignity must be put above monetary value”*.

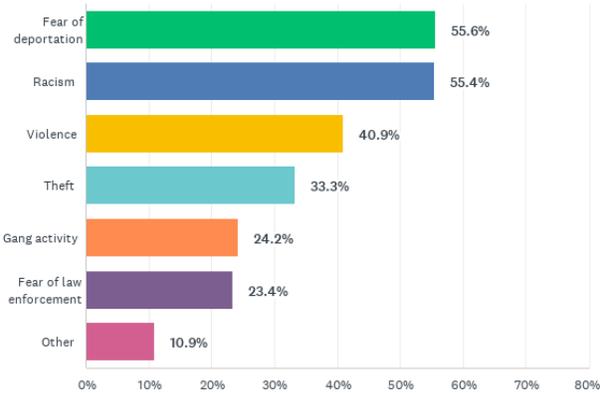
Food is another key Health issue. A third of respondents to our Community Needs survey cited access to healthy, affordable food as a top concern. This aligns with the food security question in the survey, which shows 59-66% of respondents experienced food insecurity sometimes or often in the past year.

For each question please select the option that applies to your family during the last 12 months:



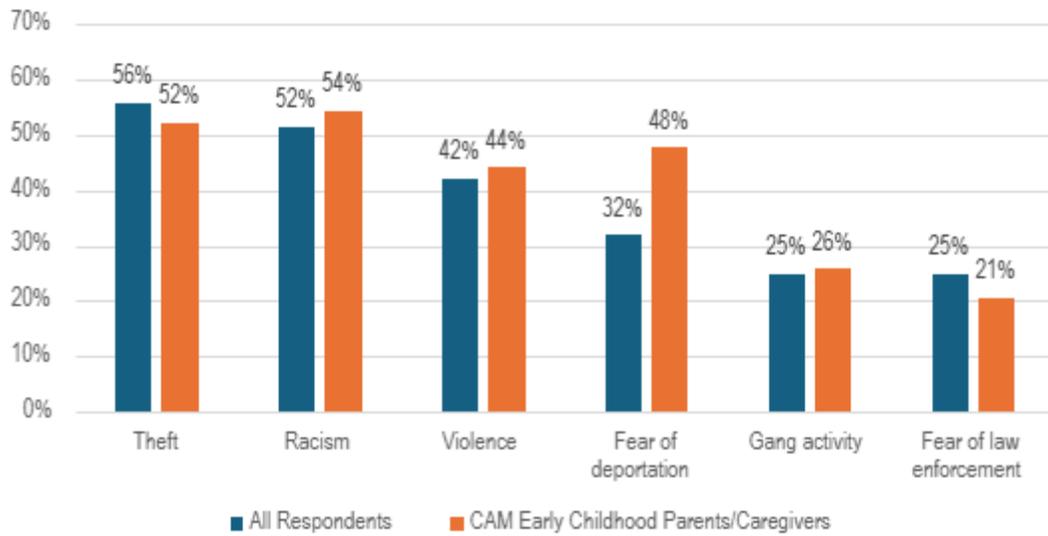
In our Community Needs survey, Safety exhibited the most dramatic shift among the six areas of community concern. It jumped from the 5th position in 2023 to 3rd in 2025 as the primary concern for survey respondents. Safety also climbed into the top three concerns for a larger number of respondents in 2025 (from 41% in 2023 to 53% in 2025).

Please select the top 3 Safety issues or concerns in your community:

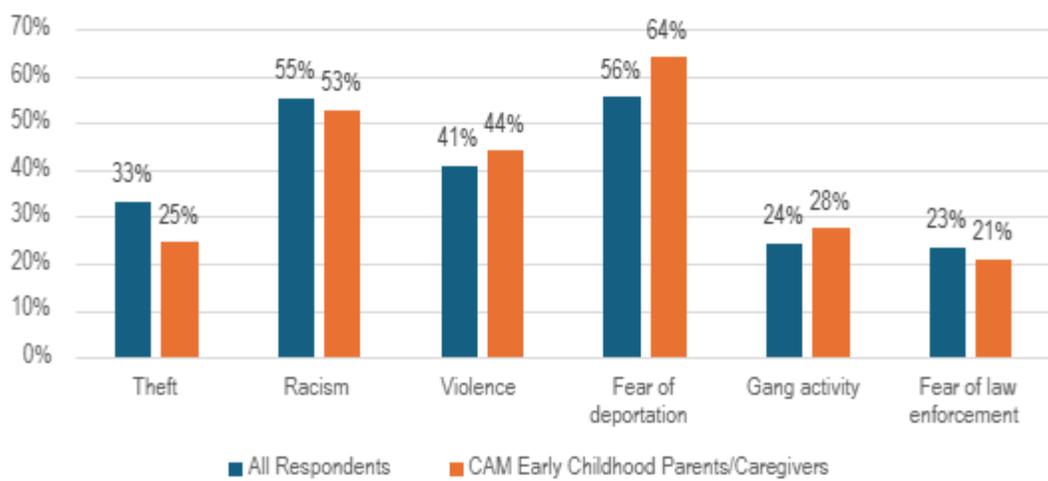


Drilling down into the survey results for the areas of Safety concern reveals the likely reason for the striking change in 2025: the percent of survey respondents who chose Fear of Deportation as one of their top three concerns surged compared to 2023. The two graphs below illustrate this shift. Fear of Deportation saw a 24% increase, marking the largest rise for any question on the 2025 CNA survey. Additionally, 64% of parents with children in CAM’s early childhood education programs ranked Fear of Deportation as a top-three Safety concern. Comments from focus group participants directly connected the increase in Fear of Deportation with the current political climate; they expressed concerns for themselves, family, or friends.

2023 CNA Survey - Top Three Safety Concerns



2025 CNA Survey - Top Three Safety Concerns



2. Describe your agency's assessment findings specific to poverty and its prevalence related to gender, age, and race/ethnicity for your service area(s). (Organizational Standard 3.2)

Poverty by age and gender in our Marin County service area is below (based on the Official Poverty Measure from US Census ACS, 5-yr avg 2019-2023):

**Poverty in Marin County
(Official Poverty Measure)**

Population	Count	% in Poverty
Marin County	19,907	7.8%
Under 5 years old	917	8.1%
Under 18 years old	4,508	8.9%
65 years and older	4,256	7.2%
Male	9,491	7.7%
Female	10,416	8.0%

The OPM is an important measure because it is used to determine eligibility for federal assistance programs. However, for a high cost-of-living state like California, and a very high-cost county such as Marin, the OPM does not accurately represent the impact of poverty on low-income residents. Updated poverty measures such as the SPM and CPM take into account living expenses including housing, making them much more realistic for Marin County.

Measure	2023 Poverty Rate (California)	2023 Poverty Rate (Marin County)	2023 Poverty Rate Children under 18 (Marin County)
Official Poverty Measure (OPM)	11.7%	7.8%	8.9%
California Poverty Measure (CPM)	13.2%	14.4%	17.0%
Supplemental Poverty Measure (SPM)	15.4%	17.3%*	16.4%*

*Estimated from SPM for CA and CA children and adjusting for housing burden and additional local costs

Understanding poverty levels is important, but measures that reflect real-world expenses and the income needed for a living wage and self-sufficiency give a clearer view of the financial struggles for many in our high-cost county.

Comments from Focus Group attendees, most of whom were people of color, frequently made reference to the high cost of living in Marin. While they agree with our survey findings of Housing, Health, and Safety being top areas of concern, they also made comments like “it is not just one thing but the cost of all basic needs in Marin: housing, food, utilities, childcare, and transportation that strains my finances”.

The 2025 MIT Living Wage calculator reinforces comments from our focus groups. It estimates that a family of four (two adults, two children) in Marin County requires each adult to earn an hourly wage of \$45.60 (\$91.20 combined) to be self-sufficient: nearly 12 times the hourly poverty wage and 5.5 times the minimum wage. (A single parent with two children would need to earn \$86.12 per hour.) According to the latest US Census data, over 63% of Marin households earn less than the MIT Living Wage for these households. For single parent families, more often headed by women, a living wage is even less attainable.

Our work with low-income families in Marin, especially through our early childhood education programs, shows that poverty disproportionately impacts people of color. The data compiled in Table B reinforces this experience: the child poverty rate for children of Hispanic/Latino origin is over seven times higher than that of White children and nearly double the rate for other children of color.

Table A: Race	Marin County Population	Poverty Rate*	Children Under 18 in Poverty	Children Under 18 Poverty Rate*	Children Under 5 in Poverty	Children Under 5 Poverty Rate*
White	180324	5.6%	903	3.0%	291	4.8%
Black or African American	5255	26.2%	433	34.6%	0**	0.0%**
American Indian and Alaska Native	1440	12.6%	72	22.4%	39	66.1%
Asian	15530	7.7%	196	8.4%	64	14.5%
Native Hawaiian and Pacific Islander	409	13.9%	0**	0.0%**	0**	0.0%**

Some other race	24113	17.9%	1872	25.6%	347	22.8%
Two or more races	27240	10.1%	1032	11.0%	176	6.3%
Total	254311	7.8%	4508	8.9%	917	8.1%

Table B: Hispanic or Latino Origin						
White, not Hispanic or Latino	170555	5.4%	686	2.6%	151	3.0%
Hispanic or Latino	47930	14.5%	2944	19.2%	631	15.6%
Other, not Hispanic or Latino***	35826	10.4%	878	10.0%	135	5.9%
Total	254311	7.8%	4508	8.9%	917	8.1%

Table D below highlights the significant disproportionality of poverty by race among families with children in Marin. Although people of color (Hispanic, Asian, Black, Native, etc.) represent only 33% of the county's population, they account for an alarming 85% of child poverty.

Table C: Race	Marin County Population	Portion of the population	Portion of the population under 18	Portion of the population under 18 in poverty	Portion of the population under 5	Portion of the population under 5 in poverty
White	180324	70.9%	58.9%	20.0%	54.1%	31.7%
Black or African American	5255	2.1%	2.5%	9.6%	3.3%	0.0%**
American Indian and Alaska Native	1440	0.6%	0.6%	1.6%	0.5%	4.3%
Asian	15530	6.1%	4.6%	4.3%	3.9%	7.0%
Native Hawaiian and Pacific Islander	409	0.2%	0.2%	0.0%**	0.1%	0.0%**
Some other race	24113	9.5%	14.5%	41.5%	13.5%	37.8%
Two or more races	27240	10.7%	18.7%	22.9%	24.6%	19.2%
Total	254311	100.0%	100.0%	100.0%	100.0%	100.0%

Table D: Hispanic or Latino Origin						
White, not Hispanic or Latino	170555	67.1%	52.2%	15.2%	44.1%	16.5%
Hispanic or Latino	47930	18.8%	30.4%	65.3%	35.8%	68.8%
Other, not Hispanic or Latino***	35826	14.1%	17.4%	19.5%	20.1%	14.7%
Total	254311	100.0%	100.0%	100.0%	100.0%	100.0%

*Poverty rate based on the Official (federal) Poverty Measure

**These numbers are below the reporting limit for the Census, so are reported as zero

*** Other includes: Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Pacific Islander, Some other race, and Two or more races

Poverty also impacts single parent households headed by women disproportionately. The table below shows data on households with children receiving public assistance, contrasted with households receiving similar benefits headed by single females, who receive public assistance at a higher rate. This trend was even more noticeable in San Rafael and most stark in one San Rafael census tract near the Canal neighborhood, where many of the families in CAM's early childhood programs live.

**Households with children that Receive Public Assistance
(SSI, cash public assistance income, or Food Stamp/SNAP benefits)**

Geography	Percent of households with children under 18 years old that received public assistance
Marin County	13%
Marin County, single female household	32%
San Rafael	22%
San Rafael, single female household	43%
San Rafael Census Tract 1122.02	25%
San Rafael Census Tract 1122.02, single female household	74%

3. "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 your needs assessment data, describe the causes of poverty in your agency's service area(s). (Organizational Standard 3.4)

According to our Community Needs Assessment, the high cost of basic needs, especially housing, is clearly a primary cause of poverty in our service area of Marin County. Rents and home prices in Marin are among the highest in the state and the country, and there is a severe shortage of affordable housing. To make matters worse, there are significant inequities (based on race/ethnicity, class, gender, educational background, etc.) in Marin which negatively affect access to housing. These inequities are in the areas of:

- Employment and income - there is severe racial inequality by income, leaving many people of color unable to meet rental income requirements, pay application fees, and afford rent.
- Access to technology and banking - low-income and older residents may not have access to and experience with technology, and may lack traditional banking resources to manage a rental application process which is often 100% electronic.
- Barriers to assistance and benefits - low-income residents report challenges with issues such as childcare, transportation, and language barriers which prevent them from finding or getting to service providers, or applying for benefits, that could assist them with housing. In addition, Hispanic residents report a fear of deportation when applying for public benefits.

Another cause of poverty in Marin, very much related to the high cost of basic needs, is lack of employment / lack of living wage income. There is an inadequate supply of jobs which pay enough to meet the basic needs of a person or family, and there are structural barriers and inequities which result in low-income residents being much less likely to get and keep living wage jobs. These potential barriers include:

- Education: Marin data shows that schools in lower-income neighborhoods are often lower performing and have lower graduation rates; teacher shortages have greater impact on lower performing schools; high school graduates from lower-income families are less likely to go on to vocational training or higher education and be qualified for higher-skilled, better paying jobs.
- Housing: as previously stated, the cost of housing in Marin is incredibly high, resulting in low-income residents needing to live further from the population centers in which better paying jobs are located. During focus group meetings and our public hearing, low-income residents shared that living in populated areas like

San Rafael closer to jobs forced them to choose rentals that may be poorly maintained and/or overcrowded, with multiple families sharing small living spaces.

- Transportation: we heard from community members that lower income residents often need to live further from urban centers which have better paying jobs, which means paying personal vehicle expenses (made much worse recently by inflation) or relying on public transportation which is limited in more rural areas of the county.
- Childcare: the cost of childcare in Marin is very high, and navigating potential childcare benefits for lower income parents can be a challenge, becoming a barrier to finding and holding down a good paying job.
- Health: Even though Marin is one of the healthiest counties in the state on average, health data indicates that lower-income residents have poorer health and worse health outcomes, which can impact the ability to obtain and keep a job.

While each of these factors – housing, education, transportation, childcare, health – contribute to poverty by throwing up barriers to self-sufficiency, their effects can be made even worse from negative synergies between them. In addition, other issues such as discrimination and bias based on race/ethnicity, age, gender, English language proficiency, immigration status, etc. impact low-income residents disproportionately. Low-income community members shared data and anecdotes that illustrate how inequities compound the challenges for low-income individuals and families in our community, keeping their focus short-term and on meeting basic needs, with seemingly little hope of getting out of poverty.

4. “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 your needs assessment data, describe the conditions of poverty in your agency’s service area(s). (Organizational Standard 3.4)

The conditions of poverty experienced by low-income residents in Marin are closely linked to the causes of poverty discussed above. Employment and income are at the core of poverty, both as a cause of poverty and as an effect/condition of poverty – the lack of a living wage job is a condition which impacts many parts of a person’s well-being.

Since housing was identified in our Needs Assessment as a primary area of community concern, it follows that low-income Marin residents described conditions of poverty through personal experiences and frustrations related to housing:

- being homeless or precariously housed (making frequent moves)
- inability to afford rental application fees and housing deposits
- being housing cost-burdened (paying over 30%, and in many cases over 50%, of income on rent)
- living in overcrowded and/or unsafe conditions.

Our Needs Assessment showed that the severe challenges Marin residents face paying for housing leads to other conditions of poverty related to meeting basic needs:

- food insecurity and hunger: 60% of those who responded to our survey, including over 70% of people of color – have been concerned in the past year that they would run out of food
- utilities insecurity: frequent concern about not being able to pay electricity and/or water bills, worry about losing service, needing to seek benefits/assistance to help pay for utilities
- lack of affordable childcare: with huge wealth disparities in Marin, childcare is expensive, leaving low-income residents without affordable options and needing to seek free or subsidized childcare
- lack of health insurance and lack of access to health care
- lack of transportation: not able to afford to own a car, having to rely on public transportation or needing to ask family/friends for rides.

Marin community members shared other effects (i.e. conditions of poverty) that follow from the financial challenges meeting housing and other basic needs:

- poor health (including mental health)
- feeling hopeless.

5. Describe your agency’s data and findings obtained through the collecting, analyzing, and reporting of customer satisfaction data.

Community Action Marin formally collects customer (client) satisfaction data annually from the parents of children in our CFS (Children and Family Services) early childhood education programs, following the California Department of Education (CDE), Early Education and Support Division, requirements for the Desired Results for Children & Families Parent Survey. These CDE parent survey questions are incorporated into CAM's annual Community Needs and Parent/Caregiver Survey. Surveys are distributed by text and email to all CFS program parents, who have the option of completing the survey in English or Spanish. Parents with literacy challenges are offered assistance by Family Advocates. Results are compiled and analyzed by our Learning & Evaluation team, and visualizations (charts, graphs, and an interactive dashboard) of the data are shared with agency leadership, the Parent Leadership Council, and the Children and Family Services Committee of the governing board. Data is also shared with the board in compliance with Head Start Performance Standards and Org Standards.

Clients of our Economic Justice (EJ) financial literacy and education program receive client satisfaction surveys in collaboration with our United Way Bay Area (UWBA) SparkPoint program partners. Surveys are randomly distributed by text and email to a subset of clients. Survey results are compiled by UWBA and shared with CAM's EJ Director, who reviews and analyzes the data with the EJ team. Results are also shared with CAM leadership.

Tripartite Board of Directors

CSBG Act Sections 676B(a) and (b), 676(b)(10)

Organizational Standards 1.1. 3.5

ROMA – Evaluation

1. 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), Organizational Standard 1.1)

Democratic Selection Process Adopted by the Board of Directors (May 9, 2019). The Board recognizes the importance of low-income representation in accordance with Cal. Admin. Code tit. 22, § 100605. The democratic selection process it uses will be any one of the following:

A) From among the agency's existing community member base, a Community Action Marin (CAM) staff member may nominate a recipient of services or community member of low income to the board. The agency will post a notice on social media and announce in program spaces via flyer and regular meeting announcements that signatures for endorsing a candidate are being solicited from among low-income community, with 25 signatures required to present the individual to the Board's Governance and Nominating Committee. Both electronic forms and paper signatures are admissible. Candidate qualifications and a statement of intent to serve will be posted, along with a statement by the staff member making the nomination;

B) From among community leaders representing low-income communities by virtue of the work they do either formally or informally, the Governance and Nominating Committee will receive direct nominations using volunteer job postings noting low-income representation or consumer of services requirement. The Committee will review applications and resumes to vet candidates against the following criteria: serve in paid or unpaid work a minimum of 20 hours per week leading, directing, or otherwise working alongside communities of low-income with relevance to the mission and vision of CAM; be able to articulate relevance of work/service to communities of low income and dedication to representing these communities at CAM.

C) From the Parent Leadership Council, Parent Advisory Council, or any Board program committee, the committee chair and membership may nominate a representative of low-income community after having fulfilled the following requirements: statement of low-income representation or demonstration of income eligibility via direct (e.g., family or child) program participation; and service in good standing on the committee for at a minimum of one year.

2. Describe your process for communicating with and receiving formal approval from your agency board of the Community Needs Assessment (Organizational Standard 3.5).

In January of each year, the Board is informed about 2026-27 CAP activities, including the Community Needs Survey and the Community Needs Assessment (CNA) report (see Appendix C) and timeline. The final draft of the CNA report, as part of the CAP, is presented to the Executive Committee of the Board for recommendation to the full board after completion of the Public Hearing and incorporation of Public Hearing information into the CNA. Upon Board approval at the June full board meeting, the Board Chair will sign the CAP.

Service Delivery System

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

State Plan 14.3a

ROMA - Implementation

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 14.3a)

Clients can connect with CAM through five main channels: submitting an interest form on our website, walking into our office, calling, emailing, or attending an outreach pop-up event. Typically, the first point of contact at our agency is one of the Client Navigators on our intake team. If a client initially contacts another program specialist, that specialist will redirect them to the Client Navigators to go through our centralized intake process while continuing to assist the client.

During the intake process, client needs and initial eligibility are assessed using a streamlined set of questions, including CSBG-reportable categories, to determine which of CAM's services the client will be moving forward with. At this stage, the Client Navigators may provide on-the-spot services, such as distributing emergency food boxes and offering information about external organizations for additional services not provided by CAM. Otherwise, they will provide the client with next steps, such as an application and a list of required documents, and support them in completing those steps.

The Client Navigators continue to work with clients until they are ready to proceed with program specialists for final eligibility determinations and service provision. At that point, Client Navigators will create an internal referral in our central client management system, empowOR, allowing the program specialist to view all of the client's information and documentation. This process helps reduce client survey fatigue, traumatization, and time as a barrier to services.

CAM employs a "no wrong door" approach to client intake and service delivery, meaning all staff are trained on the basics of all CAM programs. This ensures that regardless of which CAM department a client first contacts, they will be internally referred to Client Navigation and other appropriate programs to help meet their needs.

CAM services are primarily delivered via direct service. Some state-subsidized childcare is contracted to other providers or licensed family day care homes under the CDSS family childcare network contract.

2. Describe how the poverty data related to gender, age, and race/ethnicity referenced in Part II: Causes and Conditions of Poverty, Question 2 will inform your service delivery and strategies in the coming two years?

CAM utilizes a Whole Family Approach in its service planning and delivery to provide relief to low-income community members. The poverty data for our Marin County service area assists us in understanding essential information, such as identifying individuals at low- and extremely low-income levels and determining their locations so that we can target and prioritize interventions, collaborations, and direct support over time. CAM looks at geographical and demographic factors, including gender, race/ethnicity, and spoken language in its priority setting work.

Based on census tract data, we have identified a higher concentration of low-income residents in the urban regions of the Canal in San Rafael, Marin City, parts of Novato, as well as some rural communities in West Marin with low population density and relatively high poverty rates. Race and ethnicity are factored in to ensure services meet people's needs across different access points. For instance, a significant proportion of Black residents in Marin City live in poverty, while most low-income families in the Canal, certain Novato communities, and various pockets of West Marin are Hispanic. Our staff must be able to meet the needs of

these various populations.

This data informs our service delivery by validating the locations of our current service offerings, identifying priorities for on-site hub implementation, pop-up events/outreach, and identifying additional areas or populations that we may be missing. For example, CAM operates and coordinates federally and state-funded preschool and childcare programs for children aged 0-5 years. We analyzed Marin County poverty data by zip code and census tract to determine where the highest concentrations of families with children under five reside, ensuring that our early education and childcare programs are provided where the need is greatest. This includes expansion of our Family Childcare Home Network to ensure we are meeting people where they are.

An additional aspect of this data involves the race/ethnicity and primary language spoken by these families, often single mothers in poverty. A substantial portion of Marin's low-income residents, and families in ECE programs, identify as Hispanic and prefer to speak Spanish, which influences our recruitment and training of teachers and staff, as well as the planning of programs for children and parents.

Furthermore, poverty data on age informs CAM's provision of congregate meals for seniors at five community centers in Marin to benefit local low-income seniors because the county is aging into poverty.

Linkages and Funding Coordination

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

California Government Code Sections 12747(a), 12760

Organizational Standards 2.1

State Plan 9.3b, 9.4b, 9.5, 9.7, 14.1b, 14.1c, 14.3d, 14.4

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)(9); Organizational Standard 2.1; State Plan 14.1c)

CAM convenes an Economic Justice and Community Services Committee which 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, CAM is a subcontractor and has previously engaged in joint funding opportunities with YWCA Golden Gate Silicon Valley, a longstanding partner serving older adults. 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.

Housing Justice

- 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 Marin Community Services) provide direct case management and emergency financial rent, mortgage and deposit assistance to low-income individuals and families.
- CAM was the fiscal agent for county rental assistance through March 2024, collaborating closely with the county and two partners (Legal Aid of Marin and North Marin Community Services) to ensure resources were delivered.
- Our mobile CARE (Community Alternative Response & Engagement) homeless outreach teams are funded through and coordinated with local social service providers, nonprofit homeless service agencies, and the county's Office of Health and Human Services. They are a part of Homeless Policy Steering Committee, 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 Justice:

- CAM coordinates implementation of a state workforce development grant in partnership with ECEPTS and North Bay Children's Center to develop ECE teachers through an 18-month apprenticeship program

Children and Family Services (CFS)

- CFS accesses childcare safety net funds from the County of Marin through the Marin Child Care Council to provide highseven (7) other partners to discuss and address the needs of our shared communities and opportunities for direct services as well as local and state advocacy.
- Coordinates funding with CalWorks and Health & Human Services.
- CFS directors are in the ECE Marin Quality Counts Consortia, a coalition of social service, foundation, and public agency partners, and the agency is a member of several childcare-related state-wide and national

associations.

2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding. (CSBG Act Section 676(b)(3)(C), Organizational Standard 2.1, State Plan 9.7)

CAM Program Area	Partner
Administration	County of Marin
	Department of Community Services & Development
Advocacy	Marin Community Foundation
	San Francisco Foundation
Behavioral Health	Cal MHSA
	Center for Domestic Peace
Children & Family Services	California Department of Education
	California Department of Social Services
	Center for Domestic Peace
	County of Marin
	Marin Community Foundation - Lavenstein Parent Learning Opportunity Fund
Economic Justice	Bank of America
	Bank of Marin
	California Apprenticeship Initiative (COM) - TIDES = fiscal agent
	California Community Services and Development
	Capital One
	Center For Domestic Peace
	Citi Bank
	County of Marin
	Department of Community Services and Development
	ECEPTS (Tides Center)
	Kaiser Permanente
	Legal Aid of Marin
	National Council on Aging
	Redwood Credit Union
	Rossi Family Foundation
San Francisco and Marin Food Bank	

	United Way Bay Area	
	Wells Fargo Foundation	
Food & Climate Justice	County of Marin - HHS - Congregate Meal Program	
	Marin Health	
	Vivalon	
Housing Justice	Canal Alliance	
	Chronicle Season of Sharing	
	College of Marin	
	County of Marin	
	County of Marin - Probation	
	County of Marin Health and Human Services	
	Front Porch	
	Marin Health	
	Partnership Health Plan	
	San Francisco Chronicle	
	Tipping Point	
United Way Bay Area		

3. Describe how your agency ensures delivery of services to low-income individuals while avoiding duplication of services in the service area(s). (CSBG Act Section 676(b)(5), California Government Code 12760)

We employ several different strategies to ensure delivery of services to low-income individuals and families while avoiding duplication:

- CAM has program eligibility criteria to ensure services are provided to low-income individuals and families.
- We advertise services by posting information at local libraries, community centers, grocery stores, through social media and on our website; during “pop-up” events held at various locations in the service area of the county, and through referrals from current clients.
- Our agency’s “no wrong door” and Whole Family Approach, internal procedures, and staff training encourage and facilitate internal referrals so that a low-income individual or a family receiving one service from CAM can efficiently receive other services for which they are eligible.
- CAM staff are involved in community networks and coalitions to stay abreast of community needs and how our resources best support the community. Staff also attend presentations, workshops, workgroups, and forums to build awareness about external partners’ services and resources.
- In our early childhood education efforts, our ERSEA (Eligibility, Recruitment, Selection, Enrollment and Attendance) team has an established set of criteria for prioritized enrollment and does deliberate outreach and recruitment of high need families. They maintain an in-house waitlist along with a regular review of a

county-wide waitlist to avoid duplication of services.

- Staff in the role of Family Advocate work with each family in our early childhood education programs and have a comprehensive understanding of families' needs, and the services they receive, offering additional services or referrals when needed.

We avoid duplication of services by close partnerships and collaboration with other local agencies, including nonprofits and government, and we use a centralized database for tracking and maintaining accurate client information at intake to ensure efficiencies.

4. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. (CSBG Act Section 676(b)(3)(C))

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 have resourced a VP Programs to support strategic partnerships. We have also increased earned income streams leveraging our commercial kitchen to support food contracts and space rentals to local food businesses.

Over the past two years, we have significantly diversified funding sources to both increase overall agency budget and decrease by 15% the amount of government funding in the overall budget from 98% to 83%. Contributed income sources to the agency have grown as well as overall dollars invested through partnerships with individual donors, private foundations and corporate funders. This work has increased general operating support and enabled the agency to build capacity. This past fiscal year, the agency mobilized an additional \$1.5M beyond approved budget from community partners and will continue to accelerate sustainable growth. The agency is also working to leverage federal Office of Head Start funding with Local Education Agencies (school districts) in support of full use of funding for 4 year olds in public school TK programs.

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

CAM mitigates risk against the potential to have a reduction in funding by ensuring diversification of revenue and clear pathways to sustainability that include both contributed and earned income. In addition to strengthening diverse funding streams, the agency has built up a healthy reserve. In our conservative annual budgeting process, we also work on risk mitigation strategies with the board. We also work with agency leadership to note contingencies and what could be cut in the event of federal or state grant/contract reductions. We also 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 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 14.1b)

Community Action Marin addresses the needs of youth in low-income communities through a number of strategic partnerships and direct service work. We operate the only TAY Housing Based Case Management Program in the community and will soon be leading a county-wide coalition of organizations working to

develop a continue of care of services for TAY youth. This will supplement the efforts of an existing County of Marin Transitional Age Youth initiative focused on the homeless and precariously housed population. We work in coordination with community based organizations including Side by Side, Marin County Cooperation Team, and others for the well-being of the transitional aged youth population needing connection to housing, housing navigation, and related services.

For example, with College of Marin as a partner, our Economic Justice (EJ) program provides virtual 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.

EJ coaches also deliver financial literacy workshops in Spanish and English to a variety of youth audiences to introduce basic financial literacy concepts and set them up for success as they become adults. Some of the topics on which we focus include understanding income and expenses; budgeting; banking and money management; credit; savings; investment basics; and taxes.

The agency directly serves school-age children in before and after school care. We use a Whole Family approach to our early childhood programs, which means helping children build school readiness skills, and also supporting parents in areas such as: family engagement and parent skill building events, what to expect in kindergarten and how to navigate the education system, and applying for benefits. Our program relies on excellent relationships and partnerships with many agencies to support the population we serve. For example, we have an established 10+ year partnership with Jewish Children and Family Services to provide on-site mental health consultation for children and families in our program. We also partner with Golden Gate Regional Center to provide services to children with referrals and diagnosed disabilities.

7. 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 childcare. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

See response to question 6

8. Describe your agency's 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 9.4b)

Community Action Marin supports and coordinates employment and training services with other agencies and organizations, including:

- Our Economic Justice (EJ) program provides employment and training support through customized workshops and one-on-one career coaching as part of the SparkPoint program funded in part by United Way Bay Area. This includes services such as resume support, cover letter creation, interview practice, referrals to free professional clothing and toiletries, job seeking, and job application assistance.
- EJ has a close relationship with YWCA Golden Gate Silicon Valley and frequently refers individuals for employment support and computer skills training.

· CAM is leading our county's 18-month early care and education registered apprenticeship program in partnership with ECEPTS (Early Care & Education Pathways to Success). We launched a second cohort in June 2024 in partnership with the community college, two local ECE employers, our workforce development board, and other champions dedicated to the creation of a strong pipeline of new teachers to address the critical shortage. Twenty-two apprentices will complete 2,000 hours of paid work experience and 12 college level ECE units at the community college by December 2025. Each apprentice was matched with a mentor to support their growth and learning as new ECE professionals. They attend monthly workshops to create peer connections and learn skills for self-care, stress reduction, and other wellness and academic success. They receive embedded tutoring in their ECE courses and English language learners are simultaneously enrolled in an ESL course to increase their English language proficiency. Community Action Marin was invited to present at the 2025 national ECEPTS conference to share best practices on our innovative funding and digital literacy and soft skills training models.

· Our Family Childcare small business program assists providers who operate Family Childcare Homes in earning their Associate Teacher Permit, including providing access to training modules and individualized support. Upon acquiring their permit, providers will be able to advance their careers in the early childhood development space. In addition, Community Action Marin provides supplies and equipment to new small business owners to help them establish safe, healthy learning environments for the children we place in their care. A team of coaches with early care and education expertise provides ongoing training and individualized coaching to ensure providers adhere to Office of Head Start standards and best practices in the field.

9. 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 14.4)

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 CalFresh application and 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.
- WIC enrollment is encouraged for all families to provide supplemental foods and nutrition education, as well as health evaluations that review healthy growth and check for anemia.
- Provide eligible households with Utility Assistance, Wood or Propane through LIHEAP (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 Justice program coaches make client referrals and provides direct support with all of the above as needed
- Through our Central Kitchen in San Rafael, we provide nutritious and culturally appropriate meals and snacks to all the children in our early education and childcare programs, as well as daily preparation for the Congregate Meal Program at six community sites through the Marin County Office of Aging and Adult Services.
- Our production farm shares extra crops with families during the summer and fall seasons when harvests are abundant at our preschools.

10. Is your agency a dual (CSBG and LIHEAP) service provider?

Yes

No

11. For dual agencies:

Describe how your agency coordinates with other antipoverty programs in your area, including the emergency energy crisis intervention programs under Title XXVI, relating to low-income home energy assistance (LIHEAP) that are conducted in the community. (CSBG Act Section 676(b)(6), State Plan 9.5)

For all other agencies:

Describe how your agency coordinates services with your local LIHEAP service provider?

In addition to the relationships described in other sections, Community Action Marin participates in statewide convening held by CSD as well as in CalCAPA and regularly attends dedicated learning cohorts. Working with SonomaCAN (the neighboring county's CAA, CAM staff ensure that the interests and priorities of low-income communities are elevated in services and advocacy. CAM staff are learning and improving practices in the network to support communities of service.

As a LIHEAP agency, CAM is aware of the community's needs directly and works to implement Crisis to Thriving pathways using its Benefits Enrollment Center and centralized intake. Through contracts with PG&E's Marketing Outreach & Engagement Program, CAM staff connects households to ratepayer reduction plans too. Previously, CAM was able to get Marin County to invest when LIHEAP dollars ran out, and the agency continues to support understanding locally of the need for this program. Within the county, CAM staff diligently coordinate with other service providers, civic groups government, and churches to ensure that LIHEAP eligibility and application information is widely available.

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 14.3d)

We will use our funding to support the following community, neighborhood, and family/parenting initiatives:

- **Community Gardens:** CAM's Children and Family Services programs feature on-site organic gardens and a production farm that is led by the Director of Food and Climate Justice with maintenance support from professional gardeners, the CAM facility team, team as well as a community of parents, caregivers, children, and teachers at those sites. The gardens and farm provide culturally appropriate food for 500+ children in CAM's classrooms. We welcome garden clean-up days which bring together parents, staff, and community. Our preschool curriculum includes environmental concepts such as waste reduction, composting, and recycling.
- **Family Advocates & Home Visitors:** CAM's Children & Family Services Family Advocates and Home Visitors support families through the implementation of the Head Start Parent, Family, and Community Engagement (PFCE) Framework. Family Advocates partner with parents and caregivers to co-create Family Partnership Agreements focused on supporting each family's unique goals—ranging from literacy routines at home to tangible achievements like obtaining a driver's license to multi-step goals like opening a food truck. Family Advocates and Home Visitors promote the ReadyRosie parenting curriculum, which supports parents as lifelong educators, equipping them with actionable strategies for

fostering their children’s development. Throughout the year, Family Advocates and Home Visitors support the whole family approach to promote success within the early learning program as well as at home.

- **Family Events & Leadership:** Children & Family services offers several events designed to empower parents and caregivers. Through monthly Family Engagement Events—offered countywide in English and Spanish—we provide families with practical tools and knowledge on topics such as mental health, nutrition, immigrant justice, Triple P parenting, and financial literacy. These events are developed in response to family feedback, DRDP data, and community trends, and are intentionally inclusive of fathers and male caregivers. To deepen engagement with male caregivers, we launched *Noches con Padres* (Father’s Nights), a bilingual initiative co-designed with dads and male caregivers to explore topics like managing stress, child development, and fatherhood identity in a supportive, peer-driven space. Additionally, parents and caregivers are invited to take on formal leadership roles through our Parent Leadership Council (PLC), a core component of our program governance. Parent Leadership Council members provide critical input on agency policies, grant planning, and program improvement efforts.
- **Marin City Co-location Partnership:** To support Marin City, a particularly disadvantaged community, CAM and other agencies are on-site twice per month to meet with residents in the community resource room at Golden Gate Village (GGV) in Marin City, the county’s largest public housing site. CAM partners with other agencies including: Marin Health and Human Services, YWCA Golden Gate Silicon Valley, Legal Aid of Marin, Career Point North Bay (with other agencies expected to join). This resource collaboration is promoted by intentional door-to-door outreach by Marin City Connectors (two GGV residents who help promote resources in the GGV community). CAM’s Safety Net Services and Economic Justice teams participate, and provide on-the-spot services, intake, and referrals. The key to this effort is bringing services directly to community members.

13. Describe how your agency will develop linkages to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations. (CSBG Act Section 676(b)(3)(B), State Plan 9.3b)

CAM has a “no wrong door” philosophy, reinforced by staff training and policies & procedures, which helps provide links between programs to efficiently refer clients internally for all services for which they are eligible. In addition, we use a Whole Family Approach, so we consider all aspects of our clients’ well-being and are not only focused on one program at a time. CAM designates client facing staff in each program area as “success coaches”, providing them with the training and information needed to assist clients in getting help from any CAM program area. Our empowOR database enables these linkages by storing client intake information, flagging eligibility for programs & services, facilitating internal referrals, and storing information on interactions with clients.

1. 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, issuance of formal monitoring reports, and emergency monitoring procedures.

The agency's finance and HR teams support compliant contractor relationships under applicable laws/policies. Additionally, program leadership monitors effectiveness against scope of work. For example, 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 reviewed quarterly in-house and by opening the bidding process annually. The feedback from our internal auditing process allows us to maintain both compliance and best practices.

Monitoring of formal MOUs with subcontractors is conducted quarterly by finance and program in partnership with regular budget to actual reviews and quarterly program partnership calls. Monitoring is conducted against scope of work and deliverables. If our monitoring identifies an issue, leadership in the program area, in consultation with the CEO, requests the subcontractor to address the issue. If they are unable or unwilling to resolve the issue then we put the service back out to bid or determine our ability to resource the agreement internally.

CAM utilizes subcontractors in the form of Family Child Care Providers (FCCPs) to deliver Early Head Start (EHS) services. To ensure full compliance with Head Start Program Performance Standards (HSPPS), state licensing (Title 22), and Title 5 requirements, we implement a comprehensive and systematic subcontractor monitoring process, which includes the following:

1. Frequency and Type of Monitoring:

- **Ongoing Monitoring:** Conducted *monthly* and includes both onsite visits and desk reviews to verify compliance in the areas of health and safety, documentation, child outcomes, professional development, and environmental quality.
- **Formal Site Visits:** Conducted *quarterly*, including a full review of the FCCP environment, instructional practices, licensing documentation, and program files.
- **Annual Monitoring:** A comprehensive annual evaluation includes CLASS observations (where applicable), DRDP and ASQ review, file audits, and an in-depth health and safety inspection.

2. Monitoring Methods:

- **Onsite Monitoring:** Used to assess child-staff interactions, daily routines, physical environment, learning materials, emergency preparedness, and ratio/group size compliance.
- **Desk Review:** Includes review of attendance records, child assessments (DRDP), ASQ screenings, child files, meal counts, lesson planning, and compliance with mandated trainings and certifications.
- **Specialized Monitoring:** Conducted as needed, particularly when concerns are identified or a complaint is received and includes unannounced visits.

3. Corrective Action and Follow-Up:

- When non-compliance is identified, a Corrective Action Plan (CAP) is issued with clear timelines and supports. Education and Compliance Managers follow up on all CAPs within 10 business days or as outlined in the CAP.
- For serious or repeated concerns, *weekly follow-ups* may be instituted until full correction is verified.
- Technical assistance, training, and coaching are provided as needed to ensure providers can implement sustainable corrective actions.

4. Formal Monitoring Reports:

- Providers receive formal written monitoring reports after each quarterly and annual monitoring review. These reports include:

- Summary of findings
- Compliance status
- Required corrective actions (if applicable)
- Deadlines for resolution
- Supports and resources provided

5. Emergency Monitoring Procedures:

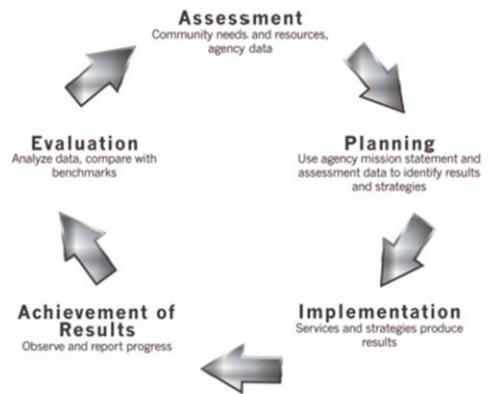
- If an immediate health or safety concern arises (e.g., substantiated complaint, environmental hazard, supervision failure), emergency monitoring visits are conducted within 24 hours.
- A LIC 624 report is submitted (if required) and the provider may be placed on temporary suspension until the concern is resolved.
- A root cause analysis and enhanced monitoring plan are implemented for any serious incidents to ensure future risk mitigation.

ROMA Application

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

ROMA – Planning, Evaluation



1. Describe how your agency will evaluate the effectiveness of its 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 evaluates effectiveness by reviewing progress against goals and performance indicators set at the beginning of the fiscal year. As part of the annual planning process each program area (Children and Family Services, Housing Justice, Economic Justice, and Food & Climate Justice) plans for the services they will provide and the programs they will run, aligned with the agency’s strategic plan and community needs assessment priorities. Programs and services, as well as corresponding performance indicators, are aligned with CSBG service and individual/family or community outcomes as appropriate and reported in CSBG the annual report.

Program	Measurement Tools	Data Sources	Data Collection Procedures	Frequency of Data Collection	Frequency of Data Reporting
CFS – annual eval re: 5-yr goals	Assessment guidelines (for Self-assessment & community assessment)	ChildPlus, DRDP, CNA Survey, CNA Report, PLC feedback	Gather feedback from families in ECE programs and community stakeholders via CNA survey; Use info from the rest of CFS items below for S.A.	Annual	Annual
CFS – Marin Quality Counts	CLASS and QRIS Assessments	Results of internal and external assessment results	Data collected following the process for the formal assessment tools	Follow MQC process and frequency	Follow MQC process and frequency
CFS – Teacher, program, classroom quality	ECERS and CLASS assessments	Results of the elements of the ECERS and CLASS assessments	Data collected following the process for each of these formal assessment tools. Data	2x/program year (Fall and Spring)	2x/program year (Fall and Spring)

			stored in ChildPlus.		
CFS - Educational progress of children	DRDP	DRDP assessment results	Administer DRDP, manage data in ChildPlus	Fall, Winter, Spring	Report results after assessments and at end of program year
CFS - Staff qualifications	Performance reviews, professional development plans	Completed PR and PDP documentation, may include credentials (e.g. active state permits or continuing ed/certifications.	People Mgs conduct and complete PRs and PDPs for each staff member, final documents managed by People & Culture and stored in Paycom.	Annual	Annual
CFS - Parent Leadership Council	Notes from PLC meetings	Feedback from parent members of PLC	Staff facilitator documents notes and from PLC mtgs, save in SharePoint	Quarterly	Quarterly
CFS - Parent Survey	Survey (Survey Monkey)	CFS parents completing survey	Provide survey via text, email, QR code, Family Advocates follow up with all parents	Annual	Annual
EJ – Financial Literacy	Baseline and periodic assessments (income, housing, benefits, debt, expenses, etc.)	ECM case notes, reports, assessment results, placement and activity data from client interviews	In-person and remote discussion, financial coach enters data into ECM database	Periodic check-in/ interview with clients, quarterly income & debt assessments	Weekly within EJ team; Quarterly and annual reports of progress against goals
EJ – Workforce development	Program intake interview template; Baseline, midline, endline program assessments	Intake interview, assessments, progress tracking	WFD staff In-person and remote discussion with clients; Microsoft forms; data entered into CAM empowOR DB or state CalJobs system	Before accepted into program; before, during, after completion of program	Weekly within EJ team. Quarterly and annual reports of progress against goals
EJ - LIHEAP	Client eligibility review data sheet; Application submission & contract draw down	Interview with client, client financial need information (paystub, etc.); ServTraq and	EJ intake specialist enters initial data into ServTraq DB; updates DB on status of case	At initial application interview; after assistance decision	Weekly within EJ team; Quarterly and annual reports of progress

		CORE DBs	through closure; updates CORE with financial info	made	against goals
EJ – Benefits Enrollment (CalFresh & Medi-Cal)	Client eligibility review data sheet; application submission tracker	Interview with client, client financial need information (paystub, etc.); empowOR DB	EJ intake specialist enters client demographic info and application submission tracking into empowOR DB	At initial application interview; after application submission	Weekly within EJ team; Quarterly and annual reports of progress against goals
HJ – CARE, TAY, & HBCM Housing-Based Case Management	County VI-SPDAT assessment tool; Current Living Assessments	Staff and housing navigator case notes, client visit checklist of needs and services; HMIS DB (Clarity) assessment tool	HJ caseworker document case notes and other required info in county HMIS DB (Clarity), document services in CAM empowOR DB	At initial intake, during each visit (varies with client)	Weekly within HJ team. Quarterly and annual reports of progress against goals
HJ – SoS Emergency Rental Assistance	Demographics and assistance amount per client and per vendor	Interview with client, client financial need information (paystub, etc.); empowOR DB	HJ intake specialist enters client demographic info and assistance amount into empowOR DB	At initial application interview; after assistance decision made	Monthly within HJ team, annually
FCJ – Food boxes	Data log (clipboard)	Interaction with clients	Log food boxes distributed to clients	Per client	Monthly and annual
FCJ – Congregate meals	Meal data received from county partner	Data collected by county partner	Data collected by county partner	Weekly report from county partner	Monthly and annual

2. Select one need from Table 2: Priority Ranking Table and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (Organizational Standard 4.2)

Individual/family Level need from Priority Ranking Table: *Individuals/families lack access to safe and affordable housing*

Plans for:

Implementation:

- Provide housing-based case management to unhoused TAY and adults via HBCM and TAY teams, following Coordinated Entry process (target 20 individuals to achieve “homeless and obtained safe and affordable housing” outcome)
- Conduct outreach and provide supportive services to unhoused and precariously housed TAY and adults via CARE and TAY teams (provide supportive services to approximately 250 clients)
- Provide housing deposits, housing navigation, housing tenancy services through CalAIM (target 75)

individuals to achieve “obtain safe and affordable housing” outcome)

- Provide rental assistance through Season of Sharing (target 750 individuals to achieve “avoided eviction” outcome)

Monitoring Progress:

- Tracking: HBCM and TAY client case notes in HMIS, CARE team enrollments and services in empowOR, TAY team enrollments and services in empowOR, client outcomes achieved in empowOR.

Evaluation:

- Quarterly with Housing Justice leadership team, review vs. plan for FY. Annual with CAM leadership. Review of actual vs. plan to inform goals for following FY. Report in Annual CSBG report.

Optional

- 3 . Select one community level need from Table 2: Priority Ranking Table or your agency’s most recent Community Needs Assessment and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (CSBG Act Section 676(b)(12), Organizational Standard 4.2)

Community Level need from Priority Ranking Table:

Communities lack availability of high-quality, affordable childcare and early childhood education (ECE)

Implementation: Continue participation in the county’s subsidized childcare provider network: monthly meetings for sharing information, advocacy strategies, and plans related to expanding free/affordable ECE availability in Marin. Engage and partner with the Marin County Child Care Commission (they advise the county Board of Supervisor on ECE). Meetings and communication with local and state elected officials on ECE issues. Create opportunities for CAM staff and CAM’s Parent Leadership Council to participate in local and state advocacy days in support of ECE. (Target 20 cross-sector partners who join Housing Coalition and related advocacy efforts to make improvements on community issues causing Marin’s housing crisis.)

Monitoring Progress: Track engagements and advocacy & lobbying activity related to the implementation items above, e.g. meetings with elected officials, advocacy letters/communications sent, events attended in support of ECE. Also, monitoring of government proposals and legislation related to ECE. (CAM’s community level work in support of ECE is one of CAM’s agency priorities, which includes quarterly monitoring and annual evaluation.)

Evaluation: Annual evaluation of community level ECE work is tracked as part of CAM’s agency priorities, including: number of local and state ECE proposals/policies that were followed; status at start and end of year of the ECE proposals/priorities that were followed; number of people (staff and PLC members) who were engaged in advocacy actions; results/outcomes re: affordable ECE availability (e.g. legislation passed, number of additional ECE spots that became available). The year’s efforts and performance are analyzed and used to inform the ECE advocacy plans for the next fiscal.

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--

- a. 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 underpart A of title IV of the Social Security Act);
- b. to secure and retain meaningful employment;
- c. 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;
- d. to make better use of available income;
- e. to obtain and maintain adequate housing and a suitable living environment;
- f. to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent individual and family needs;
- g. to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots
- h. 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.

State Assurances

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

For CAA, MSFW, NAI, and LPA Agencies

[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.

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.

Category Three: Community Assessment

Standard 3.1 (Private) Organization conducted a community assessment and issued a report within the past 3 years.

Standard 3.1 (Public) 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.

Category Four: Organizational Leadership

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.

Part III: 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, the Low-Income Testimony and the Agency's Response document, and a copy of the most recent community needs assessment as appendices A, B, and C, respectively. Other appendices as necessary are encouraged. All appendices should be labeled as an appendix (e.g., Appendix A: Notice of Public Hearing) or separated by divider sheets and submitted with the CAP.

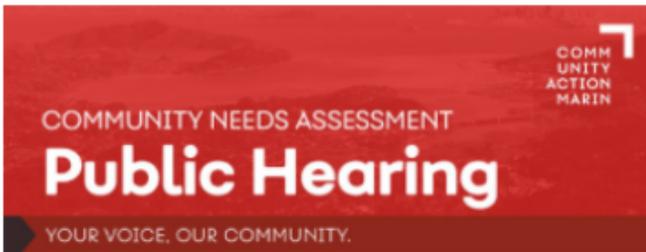
Document Title	Appendix Location
Notice of Public Hearing	A
Low-Income Testimony and Agency's Response	B
Community Needs Assessment Report	C

Appendix A – Notice of Public Hearing



2025 Public Hearing Outreach Content

Emails



Email newsletter sent on:
5.28.25
5.24.25

Dear Berenice,

At Community Action Marin, we believe that real change starts by listening. Your voice—and the voices of those most impacted by poverty—guide our work every day.

Every two years, we conduct a [Community Needs Assessment](#) to better understand the most pressing needs of people across Marin. This year, over 750 residents from low-income communities shared their experiences. What we heard was clear: housing, health, and safety remain top priorities.

We invite you to join us on **Thursday, May 29** as we share the robust findings and introduce a draft of our new **Community Action Plan**—a roadmap for how we'll respond together over the next two years. Join us!

In partnership,
Community Action Marin

EVENT DETAILS

Thursday, May 29, 2025

4:30-6:00pm

531 Hamilton Parkway, Novato, CA 94949

Spanish interpretation will be available. Snacks and beverages will be provided.

REGISTER TO ATTEND

ATTEND IN-PERSON

ATTEND via ZOOM

Join us! Be part of this moment to create and sustain lasting change.

Social Media



Social Media Invitations Published:
5.7.25
4.23.25

 communityactionmarin ...

 communityactionmarin You speak, we listen. The 2025 Community Needs Assessment (CNA) reflects what you told us matters the most. Now, it's time to turn those insights into action. As the county's dedicated anti-poverty movement building agency, we listen, learn, and deliver services and programs directly in response to community needs. Join Community Action Marin as we reveal what we've learned and share your insights on our Community Action Plan to inform the future of our work across Marin County.

 May 29th, 2025 at 4:30PM
531 Hamilton Parkway, Novato
Register to attend via Zoom or in person using the link in bio.

...

Usted habla, nosotros escuchamos. La Evaluación de las Necesidades de la Comunidad (ENC) de 2025 refleja lo que usted nos ha dicho que es más importante. Ahora, es el momento de convertir esas ideas en acción. Como agencia dedicada a la construcción de movimientos contra la pobreza del condado, escuchamos, aprendemos y ofrecemos servicios y programas directamente en respuesta a las necesidades de la comunidad. Únete a Community Action Marin mientras revelamos lo que hemos aprendido y comparte tus ideas sobre nuestro Plan de Acción Comunitaria para informar el futuro de nuestro trabajo en todo el condado de Marin.

 29 de mayo, 2025 - 4:30 PM
531 Hamilton Parkway, Novato
Regístrese para asistir a través de Zoom o en persona usando el enlace en la descripción.

5w See translation

 communityactionmarin ...

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 May 29th, 2025 - 4:30 PM
531 Hamilton Parkway Novato, CA 94949
Register to attend via Zoom: camarin.org/cna-online
Register to attend in person: camarin.org/cna-in-person

...

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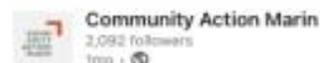
7w See translation

Instagram

Social Media (cont.)

By CAM Digital · 5/7/2025

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Community Action Marin

2,092 followers

Info ·

You speak, we listen. The 2025 Community Needs Assessment (CNA) reflects what you told us matters the most. Now, it's time to turn those insights into action. As the county's dedicated anti-poverty movement building agency, we listen, learn, and deliver services and programs directly in response to community needs. Join Community Action Marin as we reveal what we've learned and share your insights on our Community Action Plan to inform the future of our work across Marin County.

📅 May 29th, 2025 at 4:30PM

531 Hamilton Parkway, Novato

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📅 29 de mayo, 2025 - 4:30 PM

531 Hamilton Parkway, Novato

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Regístrese para asistir en persona: camarin.org/cna-in-person

#Marin #MarinCounty #CommunityNeeds

By CAM Digital · 4/23/2025

...



Community Action Marin

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📅 29 de mayo, 2025 - 4:30 PM

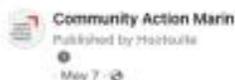
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Regístrese para asistir en persona: camarin.org/cna-in-person

#Marin #MarinCounty #CommunityNeeds

LinkedIn



Community Action Marin

Published by Hostsuite

📅

May 7 ·

You speak, we listen. The 2025 Community Needs Assessment (CNA) reflects what you told us matters the most. Now, it's time to turn those insights into action. As the county's dedicated anti-poverty movement building agency, we listen, learn, and deliver services and programs directly in response to community needs. Join Community Action Marin as we reveal what we've learned and share your insights on our Community Action Plan to inform the future of our work across Marin County.

📅 May 29th, 2025 at 4:30PM

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Register to attend via Zoom: camarin.org/cna-online

Register to attend in person: camarin.org/cna-in-person

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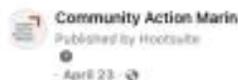
📅 29 de mayo, 2025 - 4:30 PM

531 Hamilton Parkway, Novato

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Regístrese para asistir en persona: camarin.org/cna-in-person

#Marin #MarinCounty #CommunityNeeds



Community Action Marin

Published by Hostsuite

📅

April 23 ·

You speak, we listen. The 2025 Community Needs Assessment (CNA) reflects what you told us matters the most. Now, it's time to turn those insights into action. As the county's dedicated anti-poverty movement building agency, we listen, learn, and deliver services and programs directly in response to community needs. Join Community Action Marin as we reveal what we've learned and share your insights on our Community Action Plan to inform the future of our work across Marin County.

📅 May 29th, 2025 - 4:30 PM

531 Hamilton Parkway Novato, CA 94949

Register to attend via Zoom: camarin.org/cna-online

Register to attend in person: camarin.org/cna-in-person

...

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📅 29 de mayo, 2025 - 4:30 PM

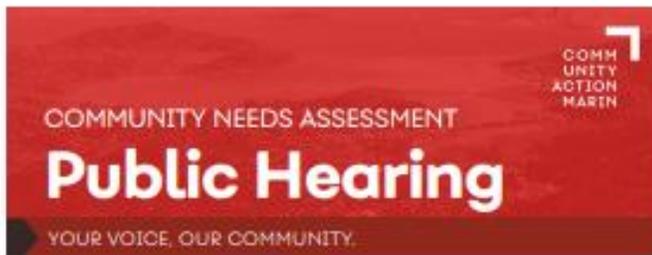
531 Hamilton Parkway Novato, CA 94949

Regístrese para asistir a través de Zoom: camarin.org/cna-online

Regístrese para asistir en persona: camarin.org/cna-in-person

#Marin #MarinCounty #CommunityNeeds

Facebook



EVENT DETAILS

Thursday, May 26, 2023
6:30-8:00pm
525 Hamilton Parkway
Novato, CA 94949

REGISTER

Attend via Zoom:
camarin.org/online



Attend in person:
camarin.org/online-in-person



YOU SPEAK, WE LISTEN

At Community Action Marin, *you* write the plan to help people and change lives. As the county's dedicated anti-poverty movement building agency, we listen, learn, and deliver services and programs directly in response to community needs. *Your insights inform our planning and our actions.*

DID YOU KNOW?

Here are the top 3 issues identified in our 2023 Community Needs Survey (750+ responses):

- Housing
- Health
- Safety

BE PART OF THE CHANGE

The *Community Action Plan* will guide our efforts over the next few years. Let's have a meaningful conversation about priorities and potentials across Marin County to help reach and every person here to be self-sufficient and thrive. We welcome your voice to be part of the change.

JOIN THE DISCUSSION

Join via *person* or *online* on May 26 at 6:30 PM to learn more! Share your input on our *Community Action Plan* to *inform the future of our work across Marin County*. Spanish interpretation will be available. Snacks and beverages will be provided.



DETALLES DEL EVENTO

Jueves, 26 de mayo de 2023
6:30-8:00pm
525 Hamilton Parkway
Novato, CA 94949

REGISTRO

Asista via Zoom:
camarin.org/online



Asista en persona:
camarin.org/online-in-person



USTED HABLÓ, NOSTROS ESCUCHAMOS

En Community Action Marin, *tu voz* escribe el plan de ayudar a la gente y cambiar vidas. Como agencia del condado dedicada a la construcción de movimientos contra la pobreza, saludamos, aprendemos y ofrecemos servicios y programas directamente en respuesta a las necesidades de la comunidad. *Sus puntos de vista informan nuestros planes de acción y nuestros acciones.*

¿SABÍA QUE?

Estos son los tres principales problemas identificados en nuestro encuesta sobre las necesidades de la comunidad en 2023 (más de 750 respuestas):

- Vivienda
- Salud
- Seguridad

FORME PARTE DEL CAMBIO

El *Plan de Acción Comunitaria* guiará nuestros esfuerzos durante los próximos dos años. Tenemos una conversación profunda sobre las prioridades y el potencial de todo el condado de Marin para ayudar a todos y cada uno de las personas de aquí a ser autosuficientes y prosperar. *Como la bienvenida a todos, forme parte del cambio.*

ÚNASE A LA DISCUSIÓN

Únase con nosotros *en persona* o *en línea* el 26 de mayo a las 6:30 PM para aprender más! Comparte su opinión sobre nuestro *Plan de Acción Comunitaria* para *informar el futuro de nuestro trabajo en todo el condado de Marin*. Habla interpretación en español. Se ofrecerán aperitivos y bebidas.



Appendix B – Low-Income Testimony and Agency Response

2025 CAM Public Hearing Community Questions and Comments

Questions from those attending in-person:

Question from Claudia Muralles: Why only 763 respondents to the survey? The population of low income individuals/families is a lot larger. How do we find those people?

CAM Response: 763 is a fairly large sample size for a community survey ...in fact: Margin of Error $\approx \pm 3.54\%$ at a 95% confidence level with a population overall in Marin County of 250,000 and roughly a range of between 8%-14% of people living in poverty. This sample of 763 respondents is therefore representative of those CAM serves. Surveys go out to CAM's mailing distribution, online, and through community partners including nonprofits and government, as well as grassroots and faith-based leaders.

Question from Michael Kleinheinz: What is our constituency size in relation to the number of people who filled out the survey?

CAM Response: A sample of 763 respondents represents roughly 3.5 % of Marin's estimated 22,000 residents living below the federal poverty line and about 2.2 % of the wider 35,000-person group facing economic hardship as defined by ALICE (Asset Limited, Income Constrained, Employed) or the California Poverty Measure. Even with those different population sizes, the statistical precision is almost identical: a simple random sample of 763 carries a 95 % margin of error of about ± 3.5 percentage points on any yes-or-no question. That level of precision is strong for county-level findings, though the effective margin will grow if responses are clustered or if you slice the data into small subgroups.

Question from Niecy Mitchell: When was the survey taken?

CAM Response: Mid-January through early March, 2025

Question from Claudia Muralles: What about the people who are not yet receiving services who are part of this community, where is their voice, how does that affect the overall understanding of what we're learning from this data?

CAM Response 1: Good question. We aren't able to survey every Marin resident for this survey, that would be very difficult. What we're trying to do is to represent people as accurately as we can. We reached out to people who are receiving our services, but also to many people who are not already in our service network by working with local community partners: nonprofits, government agencies, libraries, community centers, and so on. We feel good about the number of people who took our survey and participated in focus groups. My colleague can provide more information about survey outreach.

CAM Response 2: To ensure the voices of Marin's most impacted communities were heard, Community Action Marin partnered with trusted community-based organizations and networks, leveraging both online meetings and their digital platforms to promote the survey. The Community Resiliency Team (CRT) model used during the pandemic stood out—its zone-based approach and equity-driven partnerships created a powerful pipeline for outreach, helping us reach non-CAM clients with our survey countywide through trusted messengers and community-led strategies. Some key partners within the CRTs included Canal Alliance, West Marin Community Services, and the Marin County Cooperation Team.

Comment from Christina Quinn: Your [CAM's] new Novato office is really nice, I just experienced it. My complaint has been in the past I could not get through on the phone. There were people in the old office who knew me, but I wasn't able to get in. I hope the new office will be an improvement on the communication system. You may have been losing calls.

CAM Response: Thank you for feedback and for bringing that up. We are aware of that issue from community and have been addressing it with a number of solutions. We look forward to your ongoing feedback about your experience connecting with Community Action Marin staff now that we have made improvements.

Question from Claudia Muralles (Novato Planning Commission): I'm wondering about your housing plans. I know you guys can provide one time or a couple of times rental assistance. I'm wondering if your future plans will evolve, perhaps to provide longer term help. What I mean by that, I am a planning commissioner, and I find there are a lot of challenges with affordable housing plans. I would love to see more non-profits create neighborhood housing. I think that is a better solution than just supplying one-time or short-term aid.

CAM Response: One of the things that we're doing in addition to providing direct services and short-term housing assistance is we're part of a coalition that is forming across the county to advance long-term solutions for affordable housing across the 3 "Ps" - producing new affordable housing, preserving existing affordable housing, and protecting tenants. Our agency and others are weighing in to support new developments that are coming forward, speaking up from community and going with residents and others to say that we want this housing in our community, we want this in Marin. We are also supporting the preservation of the existing affordable housing that we have and want to maintain in Marin. We don't want to lose ground and see it turn over or transition to housing that is not affordable. And the third is around tenant protections and making sure that our county and the localities enact the policies that will help keep people housed and address things that are driving displacement. Together with partner agencies, developers, community residents, and others, the aim of the coalition is to bring together various entities who support housing to really make sure we are working together to move solutions forward to address immediate needs as well as strategies that are longer-term.

Question from Christina Quinn: I am experiencing housing insecurity and have a medical issue that no one has been able to help with. I feel my disability has been ignored. I can't get anyone to listen to me about my concerns. I have even contacted elected officials for 15 years. No one is willing to talk about it - I'm fed up. It affects my dignity. It feels like ADA and age discrimination.

CAM Response 1: Thank you for sharing your story and voicing your concerns. It's important to us to understand the challenges people in Marin face, so we appreciate your letting us know about this issue.

CAM Response 2: I would be glad to meet with you today after this public hearing to learn more and see if there is any support CAM might provide. Thank you—and here is my business card.

Questions from those attending via Zoom:

Question from Royce McLemore: Is this meeting regarding Novato and the Canal?

CAM Response: This data covers the entire county, including Marin City and West Marin in addition to the Canal and Novato.

Question from Royce McLemore: How is it broken down?

CAM Response: We can break down data by geography and other demographics. It is posted and can be filtered using our interactive data dashboard on our website. You can use the dashboard to look at the data in different ways. [See our Community Needs Assessment interactive data dashboard.](#) We are happy to schedule time to go into the data more as specific needs require.

Question from Royce McLemore: How is Marin City being represented? I saw 1% [on the slide], but I know there are more than 1% that are not being represented.

CAM Response: You can look at the data currently on the data dashboard on our website and scan down to the various geographic locations represented by zip codes. So if you are interested in how people from Marin City who responded to the survey answered questions on any of the topics within our community needs survey, you can click on that zip code and it will filter all the data to show how people from that zip code responded. [See our Community Needs Assessment interactive data dashboard](#)

Question from Royce McLemore: I am stuck on the graph that said only 1% in Marin City. That is not true.

CAM Response: The intent of the slide was to show poverty for children under 5 is disproportionate in Marin City – 1% of the county’s children under 5 live in Marin City, but they make up 3% of the children under 5 in poverty in Marin City. These small percentages do not suggest there is not significant poverty in Marin City: for Marin City census tract 1290, the overall poverty rate is 18.9% and the poverty rate for children under 5 is 22.3% (based on US Census data). Community Action Marin will continue to provide vital services to Marin City residents. See our 2025 CNA (Community Needs Assessment) Report for more details about poverty in our county: [2025-CNA-Report-1.pdf](#)

Question from Cameron Hunter, Marin Promise Partnership: One data question that comes to mind when looking at the distribution of children in poverty across Marin: if we added the cost of living in each of those communities, do you have a sense as how that distribution might change across Marin? For example, might that distribution shift from Novato to the Canal?

CAM Response: I don’t know of any cost-of-living information that is specific enough ... You will see later in the presentation that we look at data on income levels as they relate to the cost of living in Marin County, not just the federal poverty line which know is not representative of what it costs to live in a community like Marin.

Question from Kathy Koblick, Marin Public Health: Have Head Start programs had to reduce enrollment due to funding cuts?

CAM Response: We have not had any funding cuts related to Head Start. We are maintaining and increasing enrollment at this time.

Comment from Kathy Koblick, Marin Public Health: Regarding Food Insecurity - It would be great if all the various organizations involved in some way with increasing food security came together and we built a county-wide strategy to improve this condition. So many orgs are doing pieces - but a coordinated response would be powerful.

CAM Response: Yes, we agree and would welcome participating in a coordinated effort.

Question from Cameron Hunter, Marin Promise Partnership: Does CAM compare these responses with other Bay Area survey survey efforts? I’m wondering what findings might be specific to Marin vs. representative of Bay Area concerns.

CAM Response: This is something we are looking to do in the future. We are in touch with other agencies across

the county and across the Bay Area to consider data sharing opportunities to understand how the needs of the Marin population CAM serves is similar to and different from other parts of the Bay Area. This is something we will look to do during the next Community Action cycle.

Question from V Krasnić: I am interested to see the data desegregated by gender to see if women are disproportionately impacted by the income, housing, and education issues discussed today.

CAM Response: We don't have gender as a question in the current survey or as a filter on the data dashboard, but it is something we can look to add. My contact information is at the end of the presentation, feel free to reach out to me and we can discuss further.

Appendix C – Community Needs Assessment Report (See separate report: CAM 2025 CAP Appendix C - CNA Report 6-26-25)