2024/2025
Community Needs Assessment and Community Action Plan

California Department of Community Services and Development

Community Services Block Grant

Contents

Introduction

The Department of Community Services and Development (CSD) has developed the 2024/2025 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) Service Providers network. Each agency must submit a completed CAP, including a CNA to CSD on or before **June 30, 2023**. Changes from the previous template are detailed below in the "What's New for 2024/2025?" section. Provide all narrative responses in 12-point Arial font with 1.15 spacing. When the CNA and CAP are complete, they 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 certify that they are complying.

State Assurances and Certification

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

Compliance with CSBG Organizational Standards

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

What's New for 2024/2025?

Community Action Plan Workgroup (CAPWG). In summer 2022, CSD organized a workgroup to inform the development of the 2024/2025 CNA and CAP. Workgroup members were selected from the CSBG Service Provider network and the ROMA Coalition. The feedback CSD received from the workgroup has informed not only the 2024/2025 template but also the accompanying CAP training scheduled for mid-December 2022.

Public Hearings – Additional Guidance. The public hearing requirement has been modified. Two years ago, we were in an active pandemic due to the COVID-19 virus. The public health guidelines throughout the state advised communities against large gatherings. CSD advised agencies to follow public health protocols and hold public meeting virtually if an in-person meeting was not an option. For the public hearing on the 2024/2025 draft CAP, CSD requests that agencies conduct in-person, virtual, or hybrid public hearings. While transmission rates of COVID-19 remain high in many communities, agencies are requested to follow their local public health guidelines when deciding in which format to conduct the public hearing. For more information, please see the Public Hearing section of this template.

CNA Helpful Resources. The Helpful Resources section in Part I: Community Needs Assessment contains additional data sets and resources. On recommendation of the CAPWG, CSD has added data sets from the Massachusetts Institute of Technology, the University of Wisconsin, and a point-in-time data set from the U.S. Department of Housing and Urban Development. We have also added links to the Local Agencies Portal where you can find examples of completed Community Needs Assessments and project timelines from the CSBG Service Providers network.

Part II: Community Action Plan. The number of questions in the Tripartite Board of Directors, Service Delivery System, Linkages and Funding Coordination, and Monitoring sections has changed. Questions were removed because it was determined that agencies meet these reporting requirements through other CSBG work products such as monitoring and Organizational Standards. In the Service Delivery System and Linkages and Funding Coordination sections, new questions were added. These questions will be covered during the template training webinar.

Sunset of COVID-19 Flexibilities. In the 2022/2023 template, CSD allowed agencies to indicate on selected questions whether there were changes to the response provided in the 2020-2021 CAP or whether agencies would like CSD to accept the 2020-2021 response without adaptions. This option was an effort to reduce administrative burden on agencies during the COVID-19 pandemic. While

CSD has retained some of the flexibilities developed in the previous template, the option for agencies to reference responses in their prior CAP has been discontinued.

Response and Community Awareness. This section replaces the "Additional Information" section in the previous template. For 2024/2025 CSD has included questions pertaining to Diversity, Equity, and Inclusion (DEI). The questions about disaster preparedness have been retained from the previous template. While none of this information is directly mandated by statue, CSD is requesting the information to gauge where the CSBG Service Provider network is as a whole on these topics. Responses to the questions in this section are mandatory.

ROMA Certification Requirement. Under section 676(b)(12) of the CSBG Act, CSD and all CSBG agencies are required to assure that we will participate in a Results Oriented Management and Accountability System "not later than fiscal year 2001." CSD and the CSBG Service Providers have fulfilled this requirement through various approaches. With respect to the ROMA certification of the network CAPs (Organizational Standard 4.3), CSD has allowed agencies to submit their CAP without the signature of a ROMA trainer or implementer if the agency did not have a ROMA trainer or implementer on staff. CSD staff who had the requisite training would certify those CAPs on behalf of the agencies. This process will still be in place for the 2024/2025 template. However, for the 2026/2027 template, CSD will require that CSBG Service Providers provide their own ROMA certification either by staff who have the required ROMA training or in partnership with another agency or organization. CSBG Service Providers should begin formulating a plan to fulfill this requirement.

Checklist

☐   **Cover Page and Certification**

☐   **Public Hearing(s)**

Part I: Community Needs Assessment

☐   **Narrative**

☐   **Results**

Part II: Community Action Plan

☐   **Vision Statement**

☐   **Mission Statement**

☐   **Tripartite Board of Directors**

☐   **Service Delivery System**

☐   **Linkages and Funding Coordination**

☐   **Monitoring**

☐   **Data Analysis, Evaluation, and ROMA Application**

☐   **Response and Community Awareness**

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COMMUNITY SERVICES BLOCK GRANT (CSBG)
2024/2025 Community Needs Assessment and Community Action Plan
Cover Page and Certification

Agency Name	Community Action Partnership of Madera County, Inc.
Name of CAP Contact	Ana Ibañez
Title	Community Services Program Manager
Phone	559-673-9173 ext. 5727
Email	aibanez@maderacap.org

CNA Completed MM/DD/YYYY:
(Organizational Standard 3.1)

June 30, 2023

Board and Agency Certification

The undersigned hereby certifies that this agency complies with the Federal CSBG Programmatic, and State Assurances as outlined in the CSBG Act and California Government Code, respectively for services provided under the Federal Fiscal Year 2024/2025 Community Action Plan. The undersigned further certifies the information in this Community Needs Assessment and the Community Action Plan is correct and has been authorized by the governing body of this organization. (Organizational Standard 3.5)

Eric LiCalsi		
Board Chair (printed name)	**Board Chair (signature)**	**Date**
Mattie Mendez		
Executive Director (printed name)	**Executive Director (signature)**	**Date**

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

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

Odeh Martinez		June 27, 2023
NCRT/NCRI (printed name)	**NCRT/NCRI (signature)**	**Date**

CSD Use Only

Dates CAP (Parts I & II)		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. All testimony presented by low-income individuals and families during the public hearing shall be identified in the final CAP. Agencies shall indicate whether or not the concerns expressed by low-income individuals and families have been addressed. If an agency determines that any of the concerns have not been addressed in the CAP, the agency shall include in its response document, information about the concerns and comment as to their validity.

Guidelines

Notice of Public Hearing

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

Public Hearing

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

Additional Guidance

COVID-19 poses unique challenges to fulfilling the public hearing requirement. CSD asks that agencies continue to adhere to state and local public health guidance to slow the spread of the virus and ensure public safety. The health and safety of agency staff and the communities you serve is paramount. Therefore, 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 (in-person and remotely) based on the public health protocols in place in their communities.

Public Hearing Report

Date(s) of Public Hearing(s)	June 16, 2023
Location(s) of Public Hearing(s)	Zoom
Dates of the Comment Period(s)	May 30, 2023 – June 28, 2023
Where was the Notice of Public Hearing published? (Agency website, newspaper, social media channels)	Community Action Partnership of Madera County, Inc.'s agency website
Date the Notice(s) of Public Hearing(s) was published	June 1, 2023
Number of Attendees at the Public Hearing(s) (Approximately)	

Part I: Community Needs Assessment

CSBG Act Section 676(b)(11)
California Government Code Section 12747(a)

<u>Helpful Resources</u>

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

The National Community Action Partnership has an [Assessment Tool](#) designed specifically for the community needs assessment process. Here you can select from a variety of county-specific data sets.

Examples of Community Needs Assessments and project timelines from agencies within the California CSBG Providers network can be found on the [Local Agencies Portal](#) under the CSBG – Resources tab. If you do not have an account or have not received CSD login credentials, please email CSD at ExternalAccess@csd.ca.gov.

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

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	
Massachusetts Institute of Technology Living Wage Calculator		**University of Wisconsin** **Robert Wood Johnson Foundation** County Health Rankings	
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 Governor's Office** Covid-19 Data	**California Health and Human Services** Data Portal
CSD **Census Tableau** Data by County		**Population Reference Bureau** KidsData	

Community Needs Assessment Narrative

CSBG Act Sections 676(b)(3)(C), 676(b)(9)
Organizational Standards 1.1, 1.2, 1.3, 2.2, 3.2, 3.3, 3.4

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

Community Action Partnership of Madera County, Inc. (CAPMC) collected data from all programs throughout the program year. Relevant information such as data specific to poverty and its prevalence in relation to gender, age, and race/ethnicity is used for the development of the Community Needs Assessment and Community Action Plan, along with data from the US Census Bureau. For primary data, CAPMC conducted surveys and focus groups with Madera County residents, who may be former or current recipients of CAPMC's services. CAPMC staff conducting the focus groups and distributing surveys made sure to collect demographic data from each individual participating. Demographic data collected was gender, age, race, ethnicity, household size, education, and income.

For secondary data, CAPMC analyzed data from the US Census Bureau on income, employment educational achievement, and poverty levels within CAPMC's services area. CAPMC also reviewed data provided by the California Department of Public Health, the Madera County Homelessness Strategic Plan, the Madera County Homeless Gap Analysis which were both prepared to help prevent and reduce homelessness in Madera County.

2. 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.

Community Action Partnership of Madera County, Inc., (CAPMC) utilizes Community Services Block Grant (CSBG) funding to serve residents of Madera County. Madera County is sectioned by the City of Madera, the City of Chowchilla, and eleven unincorporated communities: Ahwahnee, Bass Lake, Berenda, Coarsegold, Fairmead, Madera Ranchos, North Fork, Oakhurst, O'Neal's, Raymond, and Rolling Hills. Madera County is at the geographic center of the State of California. As of 2021, the population of Madera County was 159,410 with a 6.3% unemployment rate as of November 2022.

CAPMC aids Madera County residents with LIHEAP (Low-Income Home Energy Assistance Program), LIHWAP (Low-Income Home Water Assistance Program), rental, mortgage, and utility help (funding provided by the County of Madera). CAPMC also supplies services such as Child Care, Head Start, Domestic Violence Services, Rape/Sexual Assault Services, Victim and Witness Services, Child Advocacy, Family Skills Training, Permanent Supportive Housing, for chronically homeless individuals and families and has established a Homeless Engagement for Living Program (H.E.L.P.) Center to provide outreach, data collection and tracking, case management,

and referrals services to homeless individuals or those who are at risk of becoming homeless. The H.E.L.P. Center provides homeless prevention services such as emergency housing assistance and rapid rehousing.

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

Federal Government/National Data Sets
☑ Census Bureau
☐ Bureau of Labor Statistics
☑ Department of Housing & Urban Development
☑ Department of Health & Human Services
☐ National Low-Income Housing Coalition
☐ National Center for Education Statistics
☐ 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
☑ Child care 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
☐ State Covid-19 Data
☐ Other

Agency Data Sets
☑ Client demographics
☐ Service data
☑ CSBG Annual Report
☑ Client satisfaction data
☐ Other

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

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4. If you selected "Other" in any of the data sets in Question 3, list the additional sources.

N/A

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

Surveys
☑ Clients
☑ Partners and other service providers
☑ General public
☑ Staff
☑ 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**

6. If you selected "Other" in Question 5, please list the additional approaches your agency took to gather qualitative data.

N/A

7. Describe your agency's analysis of the quantitative and qualitative data collected from low-income individuals and families. (Organizational Standards 1.1, 1.2, 3.3)

In early 2023, CAPMC conducted various focus groups in both English and Spanish. Staff also collected data via online and paper surveys. Surveys and focus groups primarily focused on the causes of poverty and the needs of the community.

The surveys were deployed to program participants, staff, community partners, and CAPMC Board Members. Participants were also asked to rate and, prioritize the current services offered by CAPMC, and to provide suggestions for additional services that would better support the community. Demographic information was also gathered such as age, gender, race/ethnicity, language, family size, income, sexual orientation, and level of education. Below are six questions that were asked on the survey and their findings.

1. **How is today's economy affecting you and your community?**

   Twenty-four surveys reported the burdensome ramifications of inflation, noting a significant increase in the cost of meeting basic needs, such as the cost of food and housing.

   Five surveys reported that the current economy had no impact on meeting their basic needs.

2. **Does your family still feel the effects of COVID-19 Pandemic? If so, how?**

   Seventeen surveys indicated the lingering impact of COVID-19. Some reported the lasting impact of illnesses and deaths within the family. Others reported the limiting of socialization due to fear of exposure.

   Twelve surveys indicated that their day-to-day lives were no longer affected by the COVID-19 Pandemic.

3. **What do you feel are the immediate unmet needs of your community? (Only if needed: supply examples such as transportation, mental health, housing, access to healthy food)**

   Twenty-seven surveys identified the need to increase resources in the following areas: energy assistance, homelessness prevention and services, and, more specifically, rental assistance to support the mitigation of rising housing costs.

   Two surveys did not respond.

4. **What is keeping you from getting the help you need?**

Nine Surveys showed food programs like more food stamps, gas prices and tax on items have gone up. Housing services are needed, there is no transportation, and did not qualify for more rental aid. Need to research other programs.

Twenty surveys did not report any barriers to accessing services.

5. **What services have you used that did not meet your expectations and why? How can they be improved?**

Three surveys suggested that rental assistance should be made available up to three times per year per household versus once a year. Some also reported the absence of follow-up from partner agencies that they were referred to for rental assistance based on jurisdiction.

Twenty-six surveys reported that service expectations were met.

6. **Is there anything we have not covered that you would like to bring to our attention?**

Twenty-nine surveys did not report any additional areas of concern not covered on the survey deployed by CAPMC.

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

A. Community-Based Organizations

Community Action Partnership of Madera County, Inc. (CAPMC) included various local community-based organizations (CBOs) to provide input via the community needs survey and focus groups. All CBOs partnering with CAPMC were administered the community needs survey to facilitate the identification of participant needs. Additionally, representatives from such organizations, like the Madera Chamber of Commerce, serve as CAPMC Board Members and are also part of various CAPMC Board Committees, such as the Executive Committee, the Personnel Committee, and the Finance Committee.

B. Faith-Based Organizations

CAPMC included input from various local faith-based organizations via the community needs survey and focus groups. The Madera Rescue Mission is a long-standing partner of CAPMC and has played a critical role in providing effective feedback on homelessness that has since manifested into tangible solutions and project for Madera County. Faith-based organizations such as the Madera Rescue Mission are key holders of vital information on the most vulnerable populations that are often difficult to reach, such as those that are transient, homeless, or at-risk.

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

CAPMC included input from various private sector organizations via the community needs survey and focus groups. In addition, individuals from the private sector make up a third of CAPMC's Board of Directors. The private sector is represented on the CAPMC Board of Directors through representatives of various expertise and disciplines – Attorney at Law, Chamber of Commerce, Head Start Policy Council Representative, community affairs, and early childhood education and development expertise. The Madera County Food Bank is a long-time partner of CAPMC and is concisely sought after for input regarding food insecurity issues.

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

In addition, representatives from the public sector make up one third of CAPMC's Board of Directors, including representatives from Madera County Board of Supervisors, Madera County Department of Social Services, Madera County Sheriff's Office, Madera City Council, and the City of Chowchilla City Council.

Data from local public agencies such as the Madera County Economic Development Commission, as well as state and federal agencies such as Department of Labor and the U.S. Census Bureau are used to support and confirm the information included within the needs assessment process.

E. Educational institutions (local school districts, colleges)

CAPMC included input from various educational institutions as well via the community needs survey and focus groups. Educational institutions are also key stakeholders. Like the other sectors above, outreach to and inclusion of a variety of educational institution representatives was included in the needs assessment process, ensuring their participation in the survey and community forums.

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

The turbulence of the California economy has presented many challenges to communities across the state. Unemployment rates have increased, forcing individuals and families to grapple with readjusting to life with reduced or loss of income. The cost of housing, food, health care, child care and other basic needs have also increased, causing Madera County residents to struggle to merely survive. In 2021, the median household income of Madera County households was $66,709. However, 14.6% of Madera County families live in poverty. Madera County had an annual unemployment rate of 8.8%, higher than both California and the United States. The median household income is below the median income compared to California. The percentage of poverty in Madera County is higher as compared to the state of California, with the majority of those in poverty under the age of 18. According to Healthy People 2020, Madera County also has a food insecurity percentage higher than the Healthy People 2030 target.
(https://labormarketinfo.edd.ca.gov/file/Maps/county_UR_2021BM2021.pdf)

Affordable housing in Madera County is practically null. Renters in Madera County need to earn $19.10 per hour – 1.3 times the state minimum wage – to afford the average monthly asking rent of $993. The asking rents in Madera County increased by 3.2% between the last quarter of 2020 and the last quarter of 2021. The interim and permanent housing supply available in Madera County in 2021 for persons experiencing homelessness was 1597 beds. *(CHPC.NET/HOUSINGNEEDS – May 2022)*

Factors that create or foster poverty in Madera County are a combination of location, inherited or adopted characteristics that have traditionally presented barriers to self-sufficiency.

Analysis of quantitative data and qualitative feedback, provided by stakeholders through the Community Needs Assessment (CNA) process, found factors that drive poverty. The ability to access basic needs and services is the most common factor, but can be explained more specifically:

Access to affordable housing: Madera County residents struggle to find housing options, in both the ability to secure affordable rental housing and to become homeowners. For example, Madera County residents that received one of the thirty-three emergency housing vouchers provided by Housing Authority of the City of Madera, are still unable to secure a place of their own due to the lack of housing.

Access to healthy food options: Over 13% of Madera County residents could not afford to put food on their tables that would have sufficed to meet their needs. The Madera County Food Bank served approximately 65,000 individuals per month, compared to their pre-pandemic numbers of 45,000.

Unemployment and insufficient wages: While Madera County's unemployment rate is cyclical due to seasonal fluctuations, work in Madera County is part-time, seasonal, or low paying which does not meet the cost of living in the area.

Access to quality, affordable childcare: The cost of childcare can be at or above the cost of housing in Madera County, depending on the number and age of children. Without reliable childcare, individuals cannot work and without subsidies available, families find it more cost effective to have one caregiver stay at home to provide care, rather than paying for childcare.

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

Having economic stability is an important social determinant of health and a condition of poverty. Individuals who do have stable employment are more likely to live a healthier lifestyle, be economically stable, and have their basic needs met. A household without a stable income needs to make life-altering decisions such as either buying food or paying high rent. When the head of household is met with such drastic decisions, it can lead to adverse health outcomes such as high blood pressure, stroke, heart attack, depression, and anxiety.

Moreover, the conditions of poverty in the region range from community level to individual/family level and are often interconnected. Analysis of quantitative data and qualitative feedback provided by stakeholders through the Community needs Assessment process found the following as key factors affecting poverty in the region's poor communities.

Access to health care, due to high cost, lack of transportation, or closures/proximity of services. After years of financial troubles, Madera Community Hospital and its three clinics were forced to file for bankruptcy. The closure of the Madera Community Hospital has left Madera County residents without a general hospital. The closure has forced those seeking medical care to drive an extra 30 minutes into Fresno.

The persuasive issue of homelessness in Madera County is growing, with 261 individuals at the last U.S. Department of Housing Urban Development (HUD) Point in Time (PIT) count. Additionally, economic issues such as the glaring difference between poverty guidelines and self-sufficiency guidelines, which has led social programs to accept families up to 200% of the federal poverty guidelines.

11. Describe your agency's approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 1.3)

Each program within CAPMC collects customer satisfaction data through surveys, customer satisfaction forms, exit forms, or informal interviews. This data is reported to the Department Heads who then analyze the data to use in needs assessments and self-evaluations of the program. Some programs such as Head Start conduct needs assessments and report on several areas in official reports throughout the year. Programs such as the Low-Income Home Energy Assistance Program (LIHEAP) use customer satisfaction surveys to collect and report data upon program completion.

The HELP Center, LIHEAP, Head Start, APP\Resource and Referral, Child Advocacy Center (CAC), and Victim Services, all programs within CAPMC, supply monthly reports to the Board of Directors.

Community Needs Assessment Results

CSBG Act Section 676(b)(11)
California Government Code Section 12747(a)
State Plan 14.1a

Table 1: Needs Table

Complete the table below. Insert row(s) if additional space is needed.

Needs Identified	Level	Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Affordable Housing	Community	Yes	Yes	Yes
Access to Health Care	Family	Yes	Yes	Yes
Employment	Community	Yes	Yes	Yes
Access to Nutritious Food	Community	Yes	Yes	Yes
Homeless Services	Community/Family	Yes	Yes	Yes
Transportation	Community/Family	No	Yes	Yes
Community Activity/Parks	Community	No	No	No
Financial Health	Family	Yes	Yes	Yes
Affordable Child Care	Family	Yes	Yes	Yes
Mental Health Services	Community	Yes	Yes	Yes

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

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

Essential to Agency Mission: Indicate if the identified need aligns with your agency's mission.

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

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

Table 2: Priority Ranking Table

List all needs identified as an agency priority in Table 1. Insert row(s) if additional space is needed.

Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category	Why is the need a priority?
1. Affordable Housing	Shunammite Place- Permanent Supportive Housing	FNPI 5g	The lack of affordable housing is forcing individuals and families to rent dwellings with multiple tenants, putting them at risk of experiencing homelessness or becoming homeless.
2. Access to Health care	Although CAPMC is not a direct Healthcare provider, there are referral processes in place that will support in addressing this need.	SRV 5a SRV 5b SRV 5c SRV 5d SRV 5dd	COVID-19 has shredded through many healthcare services in our county – as can be seen by the hospital's closure. Increase in stress from COVID-19 related adversities such as illness, loss of loved ones, loss of unemployment, and a decrease in quality-of-life call for a greater community need for healthcare related services.
3. Employment	Historically, CAPMC has been an ideal site for volunteers, and interns from various local colleges who are pursuing their higher education in child development, social work, information technology, business administration, and victim services. CAPMC has also partnered with Madera Workforce Development and the	SRV 1b SRV 1d	CAPMC collaborates with local colleges to offer interns and volunteers the opportunities. Many who are pursuing higher education in child development, social work, information technology, business administration, and victim services can complete hours here. Many interns and volunteers also secure employment through CAPMC.

	Welfare-to-Work program through the Madera County Department fd Social Services to provide on-the-job training to program participants. Many volunteers and interns secure employment at CAPMC.		
4. Access to Nutritious Food	CAPMC staff help clients with signing up for Cal Fresh benefits and in helping clients access to food supplies offered by the Madera County Food Bank	FNPI 5f SRV 5ii	CAPMC's Housing Case Workers assist with completing applications for CalFresh for Madera County homeless individuals and families. Staff also aid with supplying food boxes from Madera County Food Bank to individuals who are in need of food.
5. Homeless Services	Shunammite Place supplies permanent supportive housing. The HELP Center supplies an array of services that help support the homeless population	SRV 4m SRV 4n SRV 4o SRV 4p	Homelessness has most recently become a hot topic for Madera County. The H.E.L.P. Center staff provide support to homeless individuals by ensuring they are "document ready" and placed on the "By Name List" where they are placed until a unit/bed becomes available for them. Individuals/families may be placed in emergency housing (hotel) depending on their situation.
6. Transportation	The H.E.L.P. Center staff supply limited transportation for homeless individuals and families.	NA	H.E.L.P. Center staff provide transportation (when possible) for individuals experiencing homelessness to and from necessary appointments that will ultimately foster self-sufficiency.

7. Community Activities/Parks	While this was identified as one of the priority needs from the Community Needs Assessment, it is not explicitly addressed in the programs administered by CAPMC. The information was sent to the City of Madera Parks & Recreation Department.	NA	All and any information about community activities/parks is referred over to the City of Madera Parks & Recreation Department.
8. Financial Health	Shunammite Place program participants receive budget development classes and Credit Repair within their Life Skills Coaching classes.	SRV 5ll	Staff at Shunammite Place supply budget development classes within the Life Skills classes that are provided to program participants. These classes are offered to program participants to lay a foundation layer of self-sufficiency as it pertains to income no matter how large or small.
9. Affordable Child Care	The Child Care Resources & Referral Program supports families in finding quality child care that best suits their needs. The Child Care Alternative Payment Program provides qualifying individuals with vouchers to aid with the cost of childcare. Head Start supplies preschool services to children 0-5, and to pregnant women.	FNPI 2z SRV 7f	Child care services and resources are critical for Madera County residents. With the cost of child care skyrocketing in the past years, some caregivers are making the tough decision to leave the workforce to care for their children for the purpose of cost efficiency, especially for families with multiple children.
10. Mental Health	While this was identified as one of the priority needs from the Community	NA	A sound state of mind is necessary for a higher quality of life and is desperately needed for

	Needs Assessment, it is not explicitly addressed in the programs administered by CAPMC. Referrals are given to mental health services offered in Madera County		Madera County residents and unhoused neighbors. The negative ramifications of COVID-19 Pandemic can be seen in the sharp increase of anxiety related disorders and depression in groups 0-21 years of age in Madera County.

Agency Priorities: Rank your agency's planned programs, services and activities to address the needs identified in Table 1 as agency priorities.

Description of programs, services, activities: Briefly describe the program, services or activities that your agency will provide to address the need. Identify the number of clients to be served or the number of units offered, including timeframes for each.

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

Why is this need a priority: Provide a brief explanation about why this need has been identified as a priority. Connect the need with the data. (CSBG Act Section 676(b)(3)(A))

Part II: Community Action Plan

CSBG Act Section 676(b)(11)
California Government Code Sections 12745(e), 12747(a)
California Code of Regulations, Title 22, Division 11, Chapter 1, Sections 100651 and 100655

Vision and Mission Statement

1. Provide your agency's Vision Statement.
Community Action Partnership of Madera County will be recognized as a premier social services agency that eliminates the effects of poverty by helping people obtain the knowledge and skills to achieve self-reliance and economic stability…one life at a time.

2. Provide your agency's Mission Statement.
Helping people, changing lives, making our community a better place to live providing resources and services that inspire growth and independence.

Tripartite Board of Directors

CSBG Act Sections 676B(a) and (b); 676(b)(10)
California Code of Regulations, Title 22, Division 11, Chapter 1, Section 100605

> 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))

The governing board has written procedures (Bylaws) that document a democratic selection process for low-income board members to assure that they are representatives of the low-income community as documented on page 30 under the Election Plan – Target Area Directors.

To qualify for candidacy, individuals must be age 18 or over, must reside in the low-income area the individual is representing, and cannot be an employee of CAPMC or immediate member of an employee. Low-income target areas are identified via the most current U.S. Census tracts.

The election process begins with publicizing the low-income target area vacancy via radio announcements, flyers, announcements in churches or other public places in the target areas as applicable. The date, time, and place of the election will be similarly publicized and will not be held on a recognized Sabbath day (Saturday or Sunday). Elections shall be held at the designated time and place. The site will be monitored by Agency staff persons. A Spanish speaking person will be present as required.

Nominations for membership will be taken from the floor and will be printed on the election board. Voting will be by secret ballot. Ballots will be numbered and printed on two parts with a "tear off" numbered stub. Each voter will be handed a ballot, and the numbered stub will be retained by the monitoring staff in order to prevent persons from voting more than once. Voters will be asked to write in the name of the nominee of his/her choice. The voter will be asked at the same time to choose an alternate unless there are only two candidates.

Service Delivery System

CSBG Act Section 676(b)(3)(A)
State Plan 14.3

> 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 14.3)

Community Action Partnership of Madera County, Inc. (CAPMC), uses a service delivery system that maximizes client access by providing intake at centralized locations. Each program offered by CAPMC has developed an intake process that meets respective funding terms and conditions. Internal and external referrals are made to other programs as customers share their needs. Services are delivered via direct services except for the LIHEAP Weatherization services, which are provided by a sub-contracted agency to Madera County residents. Although the COVID-19 Pandemic safety protocols forced CAPMC to close its doors for physical in-person appointments/ delivery of services. However, fully committed to supporting the entire community, all staff remained fully operational and safely worked from their respective worksites rather than from home. In the case of most programs, forms were deposited at the central office, reviewed by intake staff and the client was then called about their services. As the effects of the COVID-19 Pandemic have now slowly started to subside, the CAPMC doors are now fully open again for in-person appointments and direct service delivery.

> 2. Describe how the poverty data related to gender, age, and race/ethnicity referenced in Part I, Question 1 informs your service delivery and strategies in your service area?

Conducting surveys and focus groups allows CAPMC to facilitate the results Oriented Management Accountability process and ultimately strategizing and implementing more effective service delivery strategies. strategize a better delivery of services for Madera County residents. CAPMC ensures that all its programs and services target the low-income, minority and those in the disadvantaged U.S. census tracts by attending all outreach events to supply sufficient information on the services offered.

Program and agency staff always collaborate with other Madera County service providers to ensure an individual/family receives maximum services available to them. If CAPMC cannot supply a service asked for, staff then research and refer the individual/family to the agency that can supply the help.

Linkages and Funding Coordination

CSBG Act Sections 676(b)(1)(B) and (C); (3)(B), (C) and (D); 676(b)(4), (5), (6), and (9)
California Government Code Sections 12747, 12760
Organizational Standards 2.1, 2.4
State Plan 9.3a, 9.3b, 9.4b, 9.6, 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)(3)(C); Organizational Standard 2.1; State Plan 14.1c, 9.6, 9.7)

CAPMC coordinates activities with other organizations by having staff take part on various boards/committees/advisory councils throughout Madera County. CAPMC supplies information about its services to various other agencies such as Madera County Workforce Assistance Center (MCWAC), social services agencies, and city/county departments. By doing so, CAPMC can supply information on what services the agency offers, become knowledgeable of services that other agencies supply and help capture funding for other services. Knowing about the services that are provided in the area will help decrease the possibility of duplication of services.

CAPMC – Madera County Child Advocacy Center (CAC), is the only accredited member of the National Children's Alliance in the San Joaquin Valley. This means that the CAC abides by and operates through the implementation of evidence-based best practices ensuring that children across the U.S. served by CACs receive consistent services that help them heal from abuse. The CAPMC – Madera County CAC meets higher standards of practice that in turn translate to the delivery of the highest quality services possible. The CAC is part of the Madera County Child Forensic Interview Team (CFIT), a multidisciplinary team, that consists of local law enforcement, such as Madera County Sheriff's Office, City of Madera Police Department, Chowchilla Police Department, District Attorney's Office, Madera County Department of Probation, Social Serves, Public Health, and Behavioral Health. CFIT exists to reduce the ongoing trauma for children who are alleged victims of sexual abuse by providing evidence-based best practices outlines in the National Children's Alliance service standards for Child Advocacy Centers with accredited memberships.

CAPMC continues to be the lead agency for Madera County on the Fresno Madera Continuum of Care (FMCoC) and the Madera County Housing Our Homeless Committee.

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)(9), Organizational Standard 2.1; State Plan 14.1c, 9.6, 9.7)

CAPMC has developed and fostered various Memorandums of Understanding (MOUs) and partnerships with many of county-based departments, entity's, businesses, faith-based organizations, and other non-profit organizations. These have been set up and executed for all its programs and services.

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), State Plan 9.3a, California Government Code 12760)

Community Action Partnership of Madera County, Inc. has established an effective systematic service delivery method that maximizes client access through supplying intake at centralized locations. Each program offered by CAPMC has developed an intake process that meets the respective funding terms and conditions. Internal and external referrals are made to community partners and other local service providers as customers share their needs during intake. Communication between all programs is vital. Services are delivered via direct services except for the LIHEAP Weatherization services, which for now are provided by a sub-contracted agency. CAPMC is currently in the process of establishing a Weatherization Department in-house to provide direct weatherization services to Madera County residents. For the safety of our community and staff during the highest points of the COVID-19 Pandemic, CAPMC abstained from delivering service in-person. Perspective participants and current program participants dropped off any necessary documentation requested by staff via an outdoor drop-box at the Administrative Office. Once documents were delivered, staff then reviewed the documentation and followed up with the individual via phone and or email.

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

Community Action Partnership of Madera County, Inc. continuously explores ways to expand financial resources and programmatic offerings or by generating new sources or using existing ones. CAPMC's partnerships and MOUs with other agencies are examples of how CSBG funds are used with other funding sources to provide the best array of resources to residents, without duplicating services with other providers. To minimize the impact of such cuts on programs and services, and to increase the impact of existing and new programs and services on the lives of low-income individuals and families in Madera County, CAPMC continually seeks new funding opportunities, and opportunities to partner with the private, public, community and faith-based sectors to leverage funds with CSBG funds.

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

CAPMC's partnerships and MOUs with other agencies are examples of how CSBG funds are used with other funding sources to increase programmatic and/or organization ability.

The CAPMC Board of Directors takes any type of funding reduction and the impact to staff and the community very seriously. The following steps have been established to be completed in the event a decision regarding funding ever needs to be rendered.

1.) Conduct a thorough assessment on the impact on Madera County target populations and program restrictions caused by a reduction of funds.

2.) CAPMC staff, in conjunction with other local partners, will pursue other funding and revenue from other sources prior to the termination of any service.

3.) CAPMC will develop a plan which will prioritize the following actions:

a. Retain the same level of services despite the reduction in federal funding.

b. Reduce the level of services to emergency services.

   4. If adequate funding is not available to sustain program operations in an efficient and effective manner, then the program shall be eliminated.

CAPMC will enter into partnerships with other community-based organizations and social services providers in Madera County to continue a minimum basic level of service delivery to the most vulnerable and disadvantaged groups. The reduction of any CSBG funding would greatly impact the administrative and program services of this agency. Approximately 40% of the CSBG funding is utilized for administrative salaries, fringe benefits and operations. The rest of administrative salaries, fringe benefits, and operations are funded by the Agency's indirect cost rate, which is approved by our cognizant agency, Health and Human Services. The balance of the CSBG funding, or approximately 60%, is used for direct services. CAPMC's total 2023 CSBG allocation is $312,051. This funding is allocated to various programs/activities such as, $40,953. or 13.12% is used to cover salaries and fringe benefits of Community Services staff. Approximately $1500. or .48% is used to pay a portion of salaries and fringe benefits of the Shunammite Place Resident Manager. CSBG funding is used to meet the required matching dollars for the HUD funds that finance the Shunammite Place, which provides long-term permanent housing for chronically homeless individuals. The loss of CSBG would also mean we would not be able to supply the required cash match. The H.E.L.P. Center utilizes $66,122, or 21.19% for salaries and fringe benefits as well. CFIT uses approximately $16,517 or 5.29%, Domestic Violence also utilizes 62,278 or 19.96% and $124,681 or 39.96% for Administrative activities. Amendment #1 awards CAPMC some discretionary funds of $7,251 and $2,969 of the regular CSBG. Any reduction in CSBG would have a direct impact on our final indirect cost rate. If more administrative salaries, fringe benefits, and operations had to be funded out of the indirect cost pool, the resulting indirect cost rate would increase. The cost would be passed on to the programs that the agency operates, thus leaving fewer dollars for direct services. In case of a reduction of federal funding, the agency

would pursue other resources. It would be essential to find replacement funding for salaries and fringe benefits to avoid staff layoffs and reductions. With the available funding Community Action Partnership of Madera County, Inc. (CAPMC) would be able to continue to supply services to its residents who meet program eligibility.

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

CAPMC volunteers' hours are documented based on actual hours volunteered. These are tabulated by the program that received help from the service and reported to the CAPMC Board of Directors on monthly reports and agendas.

Volunteer hours are also reported to the California Development of Community Services & Development (CSD) via the Community Services Block Grant (CSBG) Annual Report.

7. Describe how your agency will address the needs of youth in low-income communities through youth development programs and promote increased community coordination and collaboration in meeting the needs of youth. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

CAPMC participates in youth mediation programs through the Interagency Children and Youth Services County of Madera and offers the Strengthening Families Program. CAPMC Strengthening Families Program is an evidence-based parenting program and involves the entire family. The goals of the program include assisting parents with improving their parenting skills delivering effective ways to discipline and manage behavior, address the effects of substance abuse, sexual, physical, and verbal abuse on children, and review current issues such as bullying, safety in using technology, social media, peer pressure and healthy relationships. Parents residing in Madera County are provided an opportunity to participate in-group classes that they can attend with their families or individual sessions. Youth and children also receive age-appropriate materials and education that coincides with what the parents are learning.

Shunammite Place is a Supportive Housing Program that operates under the umbrella of CAPMC. The Program is supervised by the Community Services Program Manager and is funded by the Department of Housing and Urban Development (HUD). Shunammite Place program provides supportive housing to chronically homeless single men, women, and families.

Shunammite Place utilizes the Housing First model to ensure the lowest possible barriers for individuals coming from the streets, places not meant for human habitation, or emergency shelters. Shunammite Place is client centered client focused, safe, and affordable. Shunammite Place is close to public transportation, health services agencies, and other supportive resources that encourage independent lifestyles.

Shunammite Place Staff provide basic supportive services to educate and empower the Participants to become self-reliant and economically independent. Shunammite Place Program intends to help all Participants end their cycle of homelessness by aiding and support. Shunammite Place intends to aid Participants with mental and physical health by helping Participants achieve their goals set forth by themselves on a daily basis.

Currently housed at the Shunammite Place, is a family whose eldest daughter will soon be graduating from Madera High School and has already completed all the necessary documentation needed to be enrolled into community college. Not only is the daughter dealing with school, graduation, and college but she is also assisting her mother, who at this time, is at home on palliative care. With the collaboration with Madera Unified School District, CAPMC has searched for as many resources possible to help her graduation experience be the best possible, taking into consideration the family situation.

The H.E.L.P Center counts with Youth Set-Aside funding for youth ages 18-24 who find themselves homeless or at-risk of becoming homeless. The youth set-aside funds help with outreach efforts and rapid rehousing of the transitional aged youths (TAY). CAPMC makes sure that every grant application submitted for the H.E.L.P. Center, funding for youth is included.

8. Describe how your agency will promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs such as the establishment of violence-free zones, youth mediation, youth mentoring, life skills training, job creation, entrepreneurship programs, after after-school child care. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

CAPMC is also an active member of the Interagency Children and Youth Services Council of Madera (ICYSC), which is an interagency collaboration to encourage the development of a comprehensive and collaborative delivery system of services to children and youth in Madera County. Members of the board include judge of the Juvenile Court, Madera County Superintendent of Schools, Madera County District Attorney, Madera County Board of Supervisors, Madera County Child Abuse Prevention Council, First 5, Darin M. Camarena Health Centers, Madera City Housing Authority, Child Care Resource and Referral, Child Protective Services, Public Health, Probation, Behavioral Health Services and CAPMC.

9. Describe the coordination of employment and training activities as defined in Section 3 of the Workforce and Innovation and Opportunity Act [29 U.S.C. 3102]. (CSBG Act Section 676(b)(5); State Plan 9.4b)

CAPMC coordinates primarily with two agencies to address employment and training needs in the community. CAPMC coordinates with Madera County Workforce Assistance Center (MCWAC) through the Shunammite Place. The MCWAC has a representative that actively supports Shunammite Place participants by conducting one-on-one orientations with new customers, case management, and follow-ups with existing customers, and offers a variety of other services to

those interested in pursuing job training, certification programs, or higher education. CAPMC also coordinates with California State University Fresno (CSUF) social work program. Every year CSUF students are sent to CAPMC to complete their internship hours. Each student needs to complete 450 hours to receive his or her Bachelor of Social Work. A vast majority of the interns have become employees of CAPMC.

10. Describe how your agency will provide emergency supplies and services, nutritious foods, and related services, as may be necessary, to counteract conditions of starvation and malnutrition among low-income individuals. (CSBG Act Section 676(b)(4), State Plan 14.4)

CAPMC supplies emergency food and nutrition through services such as its Head Start programs and via the collaboration of the Madera County Food Bank. Madera Head Start and Fresno Head Start children are provided with meals that follow the California Adults & Child Nutrition Food Program guidelines for the different age groups. Children receive breakfast, lunch and a snack depending on the program choice they attend. In addition, the program also collaborates with the local food bank to supply free fresh produce to families attending nutritional classes and other coordinated events.

Up until December 2022, when the contract ended, CAPMC was the lead agency who oversaw making sure that approximately 80 senior citizens received homebound meals within Madera County.

The CAPMC Homeless Emergency for Living Program Center (HELP Center) also collaborates with the Madera County Food Bank to supply food boxes to homeless individuals who need food and do not have the means to obtain it.

11. 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))

CAPMC is a Low-Income Home Energy Assistance Program service provider and provides help to Madera County households that qualify with PG&E or propane help one time per program year. During the pandemic, CAPMC closed its doors to the public but continued to help Madera County residents via mail, email, fax and drop box. Staff would send out the application to the resident via mail and the resident was able to drop off their applications with all the required documentation needed.

Now that the pandemic has subsided, Madera County residents can call the office and have an application mailed out to them. They can either mail it back, drop it off in the drop box, fax or email it. This process has helped keep both the applicant and the staff safe and healthy.

CAPMC coordinates their activities with other organizations through the direct participation of management and program staff on various boards/committees/advisory councils throughout Madera County. CAPMC supplies information about its services to various other agencies such as

Madera County Workforce Assistance Center (MCWAC), social services agencies, and city/county departments. By doing so, CAPMC can supply information on what services the agency offers, become knowledgeable of services that other agencies supply and help capture funding for other services. Knowing about the services that are provided in the area will help decrease the possibility of duplication of services.

In addition, CAPMC collaborates with local law enforcement, Madera County Department of Social Services, and other agencies for the Child Forensic Interview Team's (CFIT) and CAPMC – Madera County Child Advocacy Center (CAC) operations. The team has received accreditation from the National Children's Alliance. An accreditation has opened opportunities for future funding for CFIT operations.

CAPMC is the lead agency for Madera County on the Fresno Madera Continuum of Care (FMCoC) and the Housing OUR Homeless Committee. The groups are local homeless service providers and work to collaborate, coordinate and improve services offered to individuals and families experiencing homelessness. The FMCoC has spent considerable effort developing a community-wide coordinated homeless access system. CAPMC recently entered a contract with Madera Behavioral Health to supply homeless outreach services in Madera County. CAPMC is now an official Coordinated Entry System site. The Outreach Workers focus on developing trust with homeless people in hopes of helping them to connect with services that are available to them. They update Madera County's Homeless "By-Name" registry. Outreach contacts are documented in the FMCoC's Homeless Management Information System (HMIS). When individuals experiencing homelessness indicate that they would like to be placed in housing, the Outreach Worker will then conduct a Vulnerability Index Service Prioritization Decision Assistance Tool (VI SPDAT). This is a proven, evidence-based tool utilized for case management. The results will then be uploaded into the HMIS system. The FMCoC utilizes this tool to find the priority in which they receive housing aid. Those who are most vulnerable are served first. CAPMC Outreach Workers will then collaborate with the individuals to help them get documents ready to be matched with housing. The documents will also be uploaded into the HMIS system. Once all the documents have been collected, a housing matcher form will be sent to the FMCoC. Once the client has been matched with the housing program, the Outreach Worker will then collaborate with the individual to meet the criteria of that program. CAPMC continues to work with the FMCoC to help bring more funding to this region. One of the greatest challenges to housing the homeless is the shortage of housing and permanent supportive housing programs.

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

CAPMC is a Low-Income Home Energy Assistance Program (LIHEAP) service provider and provides support to Madera County households that qualify with PG&E or propane help one time per program year. During the COVID-19 Pandemic, CAPMC was not taking in-person appointments for the safety of staff and the public but continued to deliver services to Madera County residents via mail, email, fax and drop box. Staff would send out the application to the

resident via mail and the resident was able to drop off their applications with all the required documentation needed.

Today, Madera County residents can call the office and have an application mailed out to them. They can either mail it back, drop it off in the drop box, fax or email it. This process has helped keep both the applicant and the staff safe and healthy as a new normal has been established due to the COVID-19 Pandemic. For the 2022 LIHEAP program year, CAPMC was able to assist 1616 Madera County households with energy assistance. To date, with the current 2023 LIHEAP, CAPMC has provided energy assistance to approximately 530 households.

13. 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)

The CAPMC Head Start programs support fatherhood involvement activities such as "Donuts with Dad" and "Tea with Dad". Centers such as the North Fork site hosted "Dad's Day". Dads, grandpas, brothers, or friends were invited to attend a special baseball day with children. Various strategies are used to include fathers in their children's lives. For example, the Mis Angelitos Center prepared a community garden for the families to access spearheaded by the fathers of children attending the center. The CAPMC Head Start program also promotes games and other activities that fathers can actively take part in with their children such as soccer games.

14. 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)

Building strong relationships with community partners has proven to be key to ensuring the delivery of true wrap-around services to all program participants. Individuals that show a need in an area out of CAPMC's scope of work are referred to a variety of committed community partners, via a warm hand off. The Madera County Department of Social Services, Madera County Food Bank, Madera Rescue Mission are just a few notable agencies that have proven their commitment to the CAPMC mission of *helping people, and changing lives* through coordinated and collaborative service delivery.

Monitoring

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

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

CAPMC implements two (2) monitoring tools to assure that specific program and agency department goals are achieved promptly. The main two (2) tools to be used are:

☐ Fiscal Monitoring

☐ Monthly Activity Report

Fiscal Monitoring: Each department has developed evaluation systems for monitoring program compliance. When problems and deficiencies are found, corrective action plans are developed and given to the CAPMC Executive Director, CAPMC Board of Directors and the various CAPMC Head Start Councils/ Committees. The CAPMC Executive Director meets with the Program Manager, Chief Financial Officer, and Accountants on a regular basis to ensure the fiscal monitoring of grants.

Monthly Activity Reports: CAPMC Program Managers share monthly activity reports with the Executive Director for review and comment during a monthly Department Head meeting. At this meeting, all department heads are requested to share program updates, funding status and alerts, schedule of upcoming monitoring visits, and any other news related to the programmatic and funding source requirements.

Monthly Program Reports to the CAPMC Board of Directors: Department Heads share monthly reports about progress, outcomes, accomplishments, and announcements.

By using these methods, CAPMC can effectively check and evaluate its programs, while keeping staff engaged and alert of the multiple services offered by the agency.

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

The weatherization services for CAPMC have been subcontracted with a neighboring Community Action Partnership Agency. The program was monitored by following the guide for sub-recipients found in the Financial Procedures Manual. Monitoring has been conducted through desk reviews since the COVID-19 Pandemic and was used to ensure the integrity of the program, desk reviews of the client files and monthly invoices were completed periodically. The summaries of the desk review results were then included in the annual monitoring report. A detailed listing of the areas

checked was included in the Community Services Procedures Manual.

Data Analysis, Evaluation, and ROMA Application

CSBG Act Section 676(b)(12)
Organizational Standards 4.2, 4.3

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

To ensure that CAPMC follows all Office of Management and Budget (OMB) procedures, the following strategies have been implemented:

- A Certified Public Accountant completes CAPMC's annual audit on time, following Title 2 of the Code of Federal regulations, Uniform Administrative Requirements, Cost Principles, and Audit Requirements and/or State audit threshold requirements.

- The governing board formally receives and accepts the annual audit.

- Strong internal controls are implemented through the Accounting & Fiscal Policies and Policies and Procedures Manual. The Board of Directors approved the manual in August 2018 with continued updates to the board as needed.

- All CAPMC managers have been trained in the new Office of Management and Budget Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200).

In addition, the following strategy measures programs effectiveness from differing perspectives:

Customer Satisfaction Surveys measure the level of satisfaction with service delivery and accessibility. These surveys are administered regularly, and data is reviewed by staff.

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

Assessment: In an effort to mitigate the hardships COVID-19 on individuals and families, CAPMC offered Rental Assistance via the Community Development Block Grant (CDBG) funding provided by the City of Madera back in November 2020. Unfortunately, the allocated dollars were not sufficient and were tied to critical restrictions such as, those applying had to live within certain census tracks and be very low-income. Therefore, those that were not living within the census tracks were left to continue to struggle and possibly or more than likely, become homeless. CAPMC and the County of Madera and Madera Coalition for Community Justice (MCCJ), worked together to supply mortgage, rental, and utility aid for families in all districts of Madera County.

Planning: During the planning stage, it was decided that CAPMC would aid those living in Districts 1 & 3 and MCCJ would help those in Districts 2, 4, & 5.

Implementation: Once the grant was awarded to CAPMC, staff developed an intake form that helps staff assess the needs of each household. Once the intake form is completed, the staff then moves forward with providing the applicant with the application and explanation of the process. CAPMC staff also developed program eligibility guidelines to help find if clients meet the funding requirements. Once all documentation is received, staff process the application and send it to the fiscal department for payment. This helps give families breathing room while trying to get back on the path to self-sufficiency.

Achievement of Results: The program currently has funding and therefore CAPMC continues to help Madera County families with mortgage, rental or utility assistance. To date, this specific program has aided ninety-six families (477 adults and 450 children) with a total of $616,271.60.

Evaluation: During the evaluation process, CAPMC staff noticed that those that have already been helped with this program continue to struggle and continue to inquire about the mortgage, rental, and utility help. The ramifications of the COVID-19 Pandemic still linger for Madera County residents and have detrimentally impacted the financial health of many.

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

The implementation of the Madera County Mortgage rent utility Assistance Program mentioned above helped revitalize the low-income communities in Madera County.

Response and Community Awareness

Diversity, Equity, and Inclusion

1. Does your agency have Diversity, Equity, and Inclusion (DEI) programs in place that promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures, and sexual orientations?
☒ Yes
☐ No
2. If yes, please describe.
CAPMC employs individuals of different ethnicities, races, and ages. It supplies certification programs and training to staff to promote Diversity, Equity, and Inclusion (DEI) amongst all CAPMC's workforce. During CAPMC training of any kind, staff are encouraged to take part by expressing their thoughts and/or concerns. No one is discriminated against due to their preferences. If anyone has any issues, they are highly encouraged to speak to either the Human Resources Department or call the Ethic Hotline.   Early 2023 two CAPMC employees, one from the Community Services Department and the other from Human Resources Department, took and completed Cornell's Diversity, Equity, and Inclusion program.

Disaster Preparedness

1. Does your agency have a disaster plan in place that includes strategies on how to remain operational and continue providing services to low-income individuals and families during and following a disaster? The term disaster is used in broad terms including, but not limited to, a natural disaster, pandemic, etc
☒ Yes
☐ No
2. If yes, when was the disaster plan last updated?
Due to the COVID-19 Pandemic, CAPMC updated its disaster preparedness guidelines to set up other measures. During the pandemic, CAPMC focused primarily on its COVID-19 Prevention and Screening Policy to enhance the health and safety practices of its employees. CAPMC's COVID-19 Prevention and Screening Policy included information on the following: Daily on-site COVID-19 screening.   Practice good hygiene   Meeting and traveling

Food handling

Stay home when sick.

Administrative control and prompt identification and isolation of sick individuals

Head Start staff were also given Health Program Services Policies and Procedures, which explained what was needed to be done to sanitize all classrooms to reduce exposure and the spread of any communicable disease, not only COVID-19.

Currently, CAPMC is continuously updating the Emergency Preparedness guidelines, with how to prepare for emergencies and General Responsibilities. The following topics can be found within the guidelines:

What not to do in an emergency

How to get information in an emergency, such as:

Assault/Intruder

Bomb Threats/Active Shooter

Lock Downs/Hostage

Child Abduction/Child Custody

Earthquake/Extreme Heat

Fire/Flood

Hurricane/Tornado

Hazardous Materials/Shelter in Place

Turning off Utilities/Emergency Supplies

Storm/Storm Watch

Emergency Medical Care/Emergency Phone Numbers

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

At the onset of the COVID-19 Pandemic, Community Action Partnership of Madera County, Inc. (CAPMC) was able to continue to be operational with the instrumental help of its Informational Technology (IT) team. The CAPMC IT team was able to supply the necessary devices to staff so they could continue supplying services to the community.

The most recent example that CAPMC was able to keep operational while facing adversity can be traced to December 2022.

Incident Overview: On Friday, December 16, 2022, at approximately 7:30 AM, the Agency's (I.T.) department identified a cyber-attack, Black Byte, which affected the availability and functionality of the Agency's computer systems. Encrypted files were discovered on a few computers during the

routine maintenance assignment performed by the IT Program Manager. The devices were immediately turned off and disconnected from the network. Upon further assessment, it was discovered that a significant amount of Agency devices were impacted by the Black Byte ransomware attack. Staff were directed to abstain from turning on any devices, power off any devices that had already been turned on and disconnect all devices from the network. The Managed Service Provider (MSP) for CAPMC was engaged and once on-site provided support in removing all devices from the network. The Black Byte ransomware encrypted files on a total of 179 Agency devices, inclusive of computers and servers. The data stored on some of the servers included scanned copies of perspective participant and program(s) participants' eligibility information.

Other files also included reports generated by the Agency's fiscal accounting system. The attack disabled the usage of electronic devices – desktops, laptops, tablets, etc., and network servers. This caused a catastrophic impact on the day-to-day operations and the efforts of CAPMC. Investigation of the threat commenced immediately after the identification of the attack. The City of Madera Police Department was notified about the ransomware. The Department of Homeland Security was engaged and provided further information to the Agency on-site. Extensive measures were taken to address the incident to restore operations.

Attack Vector and Method: The ransomware attack was identified as Black Byte, a prolific Ransomware-as-a-Service (RaaS) malware that utilized a double extortion method – it both exfiltrates and encrypts data. Upon further investigation by the Agency's insurance company, it was determined that the exploitation occurred via the Microsoft Exchange 2016 Server. There was a Cumulative Update that the Exchange Server was missing, which allowed the threat actor to infiltrate our network systems, enabling the performance of methods to detect other devices within our network and spread the encryption.

Impact and Consequence: The impact of the Black Byte ransomware attack on CAPMC was felt by each department at CAPMC. More specifically, the Fiscal Department played a key role in the risk management and restoration process – dedicating countless hours over the span of many weeks to the mitigation of the ransomware attack. I.T. along with the Fiscal Department and Administration focused all efforts on risk management and restoration. The attack caused well over a week of network and device downtime as the as the servers had to be restored from a previous backup. The Exchange 2016 server that was compromised, however, was removed from the network and a new on-premise Exchange 2016 server was created. It was installed with the latest CU 23 update along with the Windows updates before it was deployed in production. Before the ransomware affected our systems, we were in the process of migrating to M365, but had to remove what had already been completed and start new. On January 5, 2023, we reinitiated the migration of mailboxes to M365. The Exchange 2016 server had been utilized since it was created up until April 24, 2023, when we completed the migration of mailboxes to Microsoft 365. Throughout this process, staff were unable to send or receive any emails. Some departments were blocked completely from emailing and accessing programmatic features as provided by their

funding source upon the commencement of the restoration process due to safety concerns. Various cyber safety limitations and conditions arose once the restoration process began as set forth by various funding sources which required additional steps that the Agency had to take to remain in compliance.

Mitigation and Recovery Efforts: All affected computer devices were reformatted and restored with a clean Windows 10 operating system. Once all the applications were reinstalled onto the computer systems, a new EDR solution, SentinelOne, was also installed. The I.T. Department is continuing to monitor alerts from SentinelOne of any suspicious activity. All computer devices moving forward that are deployed are being installed with the latest version of SentinelOne. A schedule policy has been set up in SentinelOne to update existing devices to the latest version available. The I.T. Department is continuously assessing that all servers and workstations are installed with the latest updates to Windows and its peripheral devices. At this time, CAPMC is utilizing the Microsoft 365 Exchange service, so the on-premise Exchange 2016 server has been decommissioned and removed from the network completely.

Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

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

   I. document best practices based on successful grassroots intervention in urban areas, to develop methodologies for wide-spread replication; and
   II. strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;

Needs of Youth

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

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

Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

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

State Coordination/Linkages and Low-income Home Energy Assistance

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

Community Organizations

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

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

State Assurances and Certification

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

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.

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

For MSFW Agencies Only

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

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

Organizational Standards

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.

Standard 1.3 (Private) The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.

Standard 1.3 (Public) The department has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the tripartite board/advisory body, which may be met through broader local government processes.

Category Two: Community Engagement

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

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

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

Category Three: Community Assessment

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 4.1 (Private) The governing board has reviewed the organization's mission statement within the past 5 years and assured that:
1. The mission addresses poverty; and
2. The organization's programs and services are in alignment with the mission.

Standard 4.1 (Public) The tripartite board/advisory body has reviewed the department's mission statement within the past 5 years and assured that:
1. The mission addresses poverty; and
2. The CSBG programs and services are in alignment with the mission.

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

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

Appendices

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

Document Title	Appendix Location
Copy of the Notice(s) of Public Hearing	A
Copy of Survey Questions	B
Survey Responses	C