



**Community Action Partnership of Madera County
Inc.**

**Meeting Community Needs
2018-2019
Madera County Grand Jury
Final Report 1819-03**

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SUMMARY

Community Action Partnership of Madera County Inc. (CAPMC) has been coordinating a variety of community service programs since 1964. These programs include Head Start, Victim Services, Community/Family Services, Child Care, and Senior Services among others. CAPMC receives funds for these and other programs from federal, state and local grants, as well as public and private funding. Services are available throughout Madera County. The agency employs 360+ employees and has its own independent Board of Directors.

GLOSSARY

- CAO- Madera County Chief Administrative Office
- CAPMC- Community Action Partnership Madera County
- CFIT- Child Forensic Interview Team
- DSS Department of Social Services
- MC- Madera County
- MCGJ- Madera County Grand Jury
- CAPQuest – Community Action Partners quest for excellence

BACKGROUND

In 1964, as part of President Lyndon B. Johnson's Great Society and War on Poverty, non-profit agencies were established across the country geared towards meeting the needs of those caught in poverty. Community Action Partnership of Madera County, Inc. coordinates a variety of community service programs for Madera County. Their programs are structured to address the social and economic needs of Madera County residents across the age spectrum. Head Start is one of those programs and was key to the beginning of CAPMC.

In addition to Head Start, CAPMC secures funding for the following programs:

- Senior Meals
- Medical Escort
- Senior Citizen Bus
- Child Care Initiative Project
- Child Care Resource & Referral
- Shunammite Place Permanent supportive Housing
- Victim Services (Domestic Violence, Rape/Sexual Assault, Victim Witness Service);
- Community/Family Services (Energy Assistance, Weatherization, Child Care Alternative Payment Program;

Since its inception, CAPMC has reported to the Madera County Board of Supervisors. Additionally, CAPMC has its own Board of Directors that oversees the many agency programs under CAPMC's umbrella. Operations are led by an Executive Director with an additional supportive administrative staff.

The administration includes, the Chief Financial Officer, Human Resources Director, Madera Head Start Director, Fresno Head Start Director, Victim Services Program Manager, Community Services Program Manager, and Alternative Payment Program/ Resource & Referral Program

Manager. These individuals report to the Executive Director.

The Community Action Partnership of Madera County had an operating budget for 2017-18 of over \$23 million. Funding is from grants via a combination of federal, state, local, public and private sectors. A majority of CAPMC's 2017-2018 annual funding allocation of \$23,600,021 came from state and federal sources. These funds are focused on services to the lower-income and disadvantaged population of Madera County. The Agency's services provide a significant impact to the economy of Madera County, and to that of the surrounding counties of Fresno and Mariposa. CAPMC anticipated expending \$26 million in 2018 with a \$26 million budget.

The effectiveness of the programs is evaluated and audited on an annual basis by the grant-sponsoring agency and through internal evaluations and audits. Results are then conveyed to the CAPMC Board of Directors.

The Executive Director (ED) is the only employee who reports to the Board of Directors and to Madera County's Chief Administrative Officer (CAO). For every grant CAPMC receives, a portion of the funds are allocated to administration and salaries for the individual operating the various programs. The ED is the only person paid in this manner.

The mission of CAPMC is to help people, change lives, and make the community a better place to live by providing the resources and services that inspire personal growth and independence.

In 2011, CAPMC developed CAPQuest, which is a strategic plan to become an Agency of Excellence. As part of the CAPMC's Journey to Excellence, CAPMC created agency standards to live by:

- Courtesy
- Attitude
- Professionalism
- Make time
- Closure

According to CAPMC, by 2020, they will mark the end of a 10-year mission to become an Agency of Excellence. As a non-profit, public benefit agency, CAPMC strives to be a service to clients and the community.

Community Action Partnership of Madera County, Inc., (CAPMC) has never been reviewed by the Madera County Grand Jury (MCGJ). There was a general lack of understanding as to what CAPMC does for the community, its funding sources, and who benefits from the services. As a non-profit agency, CAPMC is unable to use direct advertising of its services and programs. This causes a broad lack of knowledge of the agency's services and programs. This report is designed to help enlighten the community of these services and programs and their availability.

METHODOLOGY

- Attended CAPMC Board of Directors meeting.
- Reviewed CAPMC Board's agenda items and supporting documentation.

- Met with the Administrative Staff.
- Toured operating programs sites, which are funded by CAPMC including three different Head Start programs, Shunammite Place, Strengthening Families program, and the Administration Facilities.
- Reviewed program publications and other printed material used to inform the public of CAPMC services.
- Interviewed select program facilitators.
- Interviewed members of the CAPMC Board.
- Interviewed Department of Social Services (DSS) personnel who refer clients for CAPMC services.
- Examined 2017's audit.

DISCUSSION

The Madera County Grand Jury met with a selection of the administrative staff.

The CAPMC was originally known as “Madera County Action Committee.” It is the largest non-profit public benefit organization in Madera County. The CAPMC staff has adopted community projects including the American Cancer Society’s Relay for Life, Children’s Hospital of Central California Kids Day campaign, Victim’s Service Soup Bowl and Walk-a-Mile.

Community Action Partnership of Madera County employs 362 individuals of which 98% are fulltime. The agency connects victim services as well as community and family services with eligible residents of Madera County. Community Action Partnership of Madera County communicates program information via community fairs, health fairs, parent resource centers at school sites, neighborhood gatherings, brochures, social media, and through word-of-mouth.

The MCGJ attended one of the CAPMC Board meetings. The 15-member board is composed of representatives who are elected, from the private sector, and “target areas.” They are not involved in the day-to-day operation of the agency. This “Triumvirate Board,” consist of five members that are representatives from the elected, private, and target sectors. They function as a policy/oversight group and oversee the Executive Director’s position. The public official sector is composed of representatives from elected county bodies. In the private sector, members are represented by community groups. Target areas representatives reside and represent the voice of those populations.

The MCGJ toured several programs and facilities supported, operated, and staffed by CAPMC within the city of Madera. The facilities were pre-selected by the staff, and interaction with those operating the various facilities was limited. Three separate Head Start facilities were toured. At each of these facilities, the children were at naptime, and the MCGJ met a few of the staff at work.

Also included in the tour, was a visit to the Shunammite Place, which is a supportive housing program for chronically homeless women with disabilities. The Shunammite Place currently houses 15 residents. On site staff assists clients with employment training, case management, basic life skills, and education.

The final location visited was the Strengthening Families services-delivery site. Strengthening Families programs involve building parenting communication skills and strategies to prevent

and/or mitigate the incidents of behavioral, emotional, or social problems for children, teens, and adults. The program has a childcare area. It is provided for the parents as a practice area, and while adults are attending classes. The parenting classes are available in English and Spanish.

An issue MCGJ noticed is that program publications provided by CAPMC to the target group, are geared toward a verbal, reading audience. Most publications are reader-intensive, and the vocabulary may be beyond the target audience. Those with limited reading abilities need audio-visual text in order to access and understand CAPMC publications.

In a similar vein, the Resource Guide for the County of Madera was last updated August 3, 2016. The publication information indicated that the booklet Resource Guide for the County of Madera was created for CAPMC. Most services in the booklet are located in the City of Madera. Few resources listed are located in the outlying areas of the County. Additionally, the size of the font type is too small for the public to read.

The MCGJ met with the Victim Services. The issues addressed included, gang activity, sexual assault, human trafficking and the need for financial support.

A primary issue is the high level of gang activity throughout Madera County. Previously, an effort to reduce gang activity was led by the Madera County Gang Task Force. The Task Force brought together participation from law enforcement, schools, churches, civic groups including Boys and Girls Scouts, and Big Brothers and Big Sisters. The Task Force was headed by a member of the Board of Supervisors, and was considered effective in suppressing gang activity. When the Gang Task Force was disbanded, gang activity increased substantially. Staff members and witnesses currently experience intimidation during court appearances.

The Victim Services program has seen an increase in the number of services for victims of sexual assault. Based on statistics provided by Victim Services, the need for victim services for sexual assault dramatically increased over 800 percent between 2014 and 2016. An additional challenge for Victims Services is human trafficking throughout specific pockets in the County. Community awareness for victims of sexual assault, domestic violence, and human trafficking are highlighted with participation in community events such as Denim Day, Walk a Mile, and Soup Bowl community-based activities.

Concerns were expressed regarding financial support of the Child Forensic Interview Team (CFIT). Community Action Partnership of Madera County works in collaboration with other agencies regarding CFIT funding. Several agencies within the county utilize the CFIT services, while working with sexually abused youth. The MCGJ examined the most recent independent audit for CAPMC. A close reading of this document resulted in finding no evidence of funding for expenses attributed specifically related to CFIT activity.

The MCGJ interviewed the Department of Social Services (DSS), which is an agency that refers clients to various programs provided by CAPMC. The DSS reported working closely with CAPMC. The DSS refers clients to the Parenting Program, and works hand-in-hand with the Victim's Service Program.

Community Action Partnership of Madera County is a combination of much needed programs that provide a variety of services to Madera County's low to moderate-income population. Services are made available through local, state, and federally funded grants and address a variety of the community's needs. Community Action Partnership of Madera County is the intervention agency for those in crisis. Depending upon an individual's circumstance, and

income qualifications, CAPMC has the means to assist the client prior to being processed through the Department of Social Services. Community Action Partnership of Madera County has the ability to provide emergency housing, food vouchers, and emergency assistance for those in need.

FINDINGS

- F1.** The MCGJ finds that community knowledge of CAPMC services is severely limited to primarily word of mouth.
- F2.** The MCGJ finds that the Resource Guide is outdated in style, information, and format for the entire County of Madera.
- F3.** The MCGJ finds that elimination of the Gang Task Force resulted in increased violent gang activity.
- F4.** The MCGJ finds staff members and witnesses experience intimidation during court appearances.
- F5.** The MCGJ finds that the number of victims of sexual assault have increased dramatically.
- F6.** The MCGJ finds that CAPMC does not have dedicated funding specifically related to CFIT activity.
- F7.** The MCGJ finds that DSS and CAPMC work well together.

RECOMMENDATIONS

- R1.** By January 1, 2020, the MCGJ recommends that CAPMC promote services through various forms of social media and other community venues throughout the County.
- R2.** The MCGJ recommends, by January 1, 2020, CAPMC update their Resource Guide to reflect style, social media outlets, and include all areas of the county.
- R3.** The MCGJ recommends, by January 1, 2020, that CAPMC reestablish the Gang Task Force in conjunction with other community agencies.
- R4.** The MCGJ recommends, by January 1, 2020, CAPMC coordinate a plan to work with law enforcement and the Courts for training staff on how to recognize and defuse gang intimidation.
- R5.** The MCGJ recommends, by January 1, 2020, CAPMC increase efforts to address the community issues for the needs of victims of sexual assault and human trafficking by reviewing and creating new strategies for victim prevention and assistance.
- R6.** The MCGJ recommends, by July 1, 2020-2021 budget, CAPMC secure funds and include a line item for expenses attributed specifically related to CFIT activity.
- R7.** The MCGJ recommends that CAPMC and DSS continue to have a positive relationship.

REQUIRED RESPONSES

Pursuant to Penal Code sections 933 and 933.05, the grand jury requests responses as follows:

Madera County Board of Supervisors
200 W. Fourth
Madera, CA 93637

Executive Director CAPMC
Community Action Partnership of Madera County
1225 Gill Street
Madera, CA 93637

Community Action Partnership Board of Directors
1225 Gill Street
Madera, CA 93637

Reports issued by the Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Grand Jury.
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