

2026/2027 Community Needs Assessment and Community Action Plan

Community Action Partnership of Madera County, Inc.



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Introduction

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

Purpose

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

Federal CSBG Programmatic Assurances and Certification

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

State Assurances and Certification

As required by the CSBG Act, states are required to submit a State Plan as a condition to receive funding. Information provided in agencies’ CAPs will be included in the CSBG State Plan. Alongside Organizational Standards, the state will be reporting on [State Accountability Measures](#) in order to ensure accountability and program performance improvement. A list of the applicable State Assurances is provided in this template. CSBG agencies should review these assurances and confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the State Assurances.

Compliance with CSBG Organizational Standards

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138](#) dated January 26, 2015, CSBG agencies will comply with the Organizational Standards. A list of Organizational Standards that are met by an accepted CAP, including a CNA, are found in the Organizational Standards section of this template. Agencies are encouraged to utilize this list as a resource when reporting on the Organizational Standards annually.

What's New for 2026/2027?

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

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

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

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

Checklist

- ☐ Cover Page
- ☐ Public Hearing Report

Part I: Community Needs Assessment Summary

- ☐ Narrative
- ☐ Results

Part II: Community Action Plan

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

Part III: Appendices

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

Cover Page

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

Date Most Recent CNA was Completed: (Organizational Standard 3.1)	June 2021 Revised/Updated April 2025
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Board and Agency Certification

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

Name: Mattie Mendez

Name: Eric LiCalsi

Title:	Executive Director	Title:	Board Chair
Date:		Date:	

ROMA Certification

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

Name:	Ana Gudino
ROMA Title:	Implementer
Date:	March 11, 2025

CSD Use Only

Dates CAP		Accepted By
Received	Accepted	

DRAFT

Public Hearing(s)

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

State Statute Requirements

As required by California Government Code Section 12747(b)-(d), agencies are required to conduct a public hearing for the purpose of reviewing the draft CAP. Testimony presented by low-income individuals and families during the public hearing shall be identified in the final CAP.

Guidelines

Notice of Public Hearing

1. Notice of the public hearing should be published at least 10 calendar days prior to the public hearing.
2. The notice may be published on the agency's website, social media channels, and/or in newspaper(s) of local distribution.
3. The notice should include information about the draft CAP; where members of the community may review, or how they may receive a copy of, the draft CAP; the dates of the comment period; where written comments may be sent; date, time, and location of the public hearing; and the agency contact information.
4. The comment period should be open for at least 10 calendar days prior to the public hearing. Agencies may opt to extend the comment period for a selected number of days after the hearing.
5. The draft CAP should be made available for public review and inspection approximately 30 days prior to the public hearing. The draft CAP may be posted on the agency's website, social media channels, and distributed electronically or in paper format.
6. Attach a copy of the Notice(s) of Public Hearing in Part III: Appendices as Appendix A.

Public Hearing

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

Additional Guidance

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

Public Hearing Report

Date(s) the Notice(s) of Public Hearing(s) was/were published	April 30, 2025
Date Public Comment Period opened	April 10, 2025
Date Public Comment Period closed	May 12, 2025
Date(s) of Public Hearing(s)	April 30, 2025
Location(s) of Public Hearing(s)	CAPMC, 1225 Gill Avenue, Madera, CA 93637
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	Facebook and agency website
Number of attendees at the Public Hearing(s)	TBD

Part I: Community Needs Assessment Summary

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Helpful Resources

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

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

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

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

Narrative

CSBG Act Section 676(b)(9)

Organizational Standards 2.2, 3.3

ROMA – Assessment

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

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

Community Action Partnership of Madera County, Inc. (CAPMC) supports Madera County residents through a range of essential services, including LIHEAP (Low-Income Home Energy Assistance Program), Child Care, Head Start, Domestic Violence Services, Rape/Sexual assault Support, Victim and Witness Services, Child Advocacy, and Family Skills Training. Additionally, CAPMC provides Permanent Supportive Housing for chronically homeless individuals and families.

To further address homelessness, CAPMC established the Homeless Engagement for Living Program (HELP) Center, which serves as an access point for the Fresno Madera Continuum of Care (FMCOC). The HELP Center offers outreach, data collection, case management, and referral services for homeless individuals or those at risk of homelessness. The HELP Center also provides homeless prevention services, including emergency housing assistance and rapid rehousing, to support individuals in securing stable housing.

CAPMC provides services for the Head Start Programs, including Regional Head Start, Early Head Start, Madera Migrant Head Start, and Fresno Migrant Head Start. Regional and Early Head Start operates 10 centers, employing 70 staff member and serving over 310 children (ages 2.9 to 5 years) from 298 families. Madera Migrant Head Start runs 5 centers, employing 84 staff members and serving 447 children (ages 6 weeks to 5 years) from 306 families. These programs provide critical early childhood education, school readiness and support services to families in the community.

CAPMC also administers the Child Care Alternative Payment (APP) and Resource & Referral (R&R) Program, offering crucial support to families and childcare providers in the community. The Child Care Alternative Payment (APP) goes beyond a simple subsidy for income-eligible families. It empowers parents by facilitating personalized childcare arrangements while directly disbursing

payments to selected providers. This program prioritizes parental choice, ensuring childcare solutions that align with each family's unique needs.

The Resource & Referral (R&R) Program serves as a vital hub for childcare and development services within designated geographic areas, whether a county, city, or community. R&R provides an array of services, including licensed support, professional development, and networking opportunities for licensed childcare providers, family, friends, and neighbors (FNN) childcare providers, as well as individuals aspiring to obtain childcare licenses. Currently, the program employs 12 staff members based at the CAPMC office and serves 1,081 children (ages birth to 12), 551 families, and 191 childcare providers/centers across the region.

CAPMC houses the Victim Services Center and Child Advocacy Center (CAC), providing critical support to victims of crime, sexual assault, rape, and domestic violence. Victim Services Center operates off-site from CAPMC's offices in Madera, Chowchilla, and Oakhurst, with 17 dedicated employees. The Martha Diaz Shelter is the only domestic violence emergency shelter in Madera County. It offers 24 beds, provides shelter, food, and clothing to women and children in immediate danger of domestic violence. Victim Services assists approximately 1,599 individuals annually, offering compassionate and comprehensive advocacy to guide victims and their families towards safety and recovery.

The CAPMC Child Advocacy Center (CAC) is Madera County's only CAC, located at the Gill Office. The center ensures that children who have experienced abuse only need to share their story once in a safe, child-friendly environment, preventing further trauma. Without a CAC, children may have to recount their experiences multiple times to law enforcement, medical providers, and child protective services, which can negatively impact their well-being and the judicial process. The CAC conducts approximately 99 forensic interviews annually, playing a vital role in protecting children and supporting their path to healing.

2. Indicate from which sources your agency collected and analyzed quantitative data for its most recent CNA. (Check all that apply.) (Organizational Standard 3.3)

Federal Government/National Data Sets

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

Local Data Sets

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

California State Data Sets

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

Surveys

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

Agency Data Sets

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

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

Surveys

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

Interviews

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

Focus Groups

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

☐ **Community Forums**

☐ **Asset Mapping**

☐ **Other**

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

Community Sectors

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

Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Organizational Standards 4.2

State Plan Summary and Section 14.1a

ROMA – Planning

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

Table 1: Needs Table

Needs Identified	Level (C/F)	Agency Mission (Y/N)	Currently Addressing (Y/N)	If not currently addressing, why?	Agency Priority (Y/N)
Families lack access to affordable housing	Family	Yes	Yes	Choose an item.	Yes
Families lack access to health care	Family	Yes	No	Need met by local partner.	Yes
Individuals lack living wage jobs	Community	Yes	Yes	Need met by local partner.	Yes
Families lack access to nutritious food	Family	Yes	No	Need met by local partner.	Yes
Community lacks homeless services	Community	Yes	Yes	Choose an item.	Yes

Community lacks transportation services	Community	Yes	Yes	Need met by local partner.	No
Community lacks access to community activity / parks	Community	Yes	No	Need met by local partner.	No
Individuals lack financial health	Family	Yes	Yes	Choose an item.	Yes
Families lack affordable childcare	Family	Yes	Yes	Choose an item.	Yes
Individuals lack mental health services	Community	Yes	No	Need met by local partner.	Yes

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

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

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

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

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

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

Table 2: Priority Ranking Table

	Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category
1.	Families lack access to affordable housing	Shunammite Place Permanent Supportive Housing for 53 homeless individuals and families.	FPI 5g
2.	Families lack access to health care	Although CAPMC is not a direct healthcare provider, we have established referral processes to ensure individuals and families receive the necessary support to address their healthcare needs.	SRV 5a SRV 5b SRV 5c SRV 5d SRV 5dd
3.	Individuals lack living wage jobs	CAPMC has a history of serving as a valuable training ground for volunteers and interns from local colleges pursuing degrees in child development, social work and victim services. Through partnerships with Madera Workforce Development and the Welfare-to-Work Program under the Madera County Department of Social Services, CAPMC provides on-the-job training opportunities to program participants. These experiences not only enhance skill development but also create pathways to employment, with many volunteers and interns securing positions within CAPMC.	SRV 1b SRV 1d
4.	Individuals lack access to nutritious food	CAPMC staff assist clients in applying for CAL-Fresh benefits and provide guidance throughout the enrollment process. Additionally, they help clients access food supplies available through the Madera County Food Bank, ensuring individuals and families in need receive essential nutritional support. There are times when individuals and families are unable to obtain specifically needed items from the	FNPI 5f SRV 5ii

		<p>Madera County Food Bank, to address the disparity of food insecurity that Madera County residents face, CAPMC staff utilize the Food Insecurity Capacity grant sponsored through Anthem Blue Cross. FEMA also funds the Emergency Food and Shelter Program (EFSP). This program assists local agencies in providing food, shelter, and other basic needs to individuals facing economic hardship, including those experiencing homelessness or food insecurity. FEMA also provides support for the local Food Bank and non-profits by partnering with community-based organizations such as CAPMC to ensure food supplies reach those in need, particularly in disaster-stricken areas.</p>	
5.	Individuals lack Homeless Services	<p>Individuals who lack access to homeless services can find support through the HELP Center. The HELP Center serves as an access point for the Fresno Madera Continuum of Care (FMCoC) and offers a wide range of services and support designed to assist the homeless population, including case management, outreach, referrals and emergency assistance to help individuals and families regain stability. Additionally, Shunammite Place, is a HUD-funded program that provides permanent shared supportive housing for chronically homeless, disabled individuals experiencing homelessness. The program offers stable housing along with supportive services to help residents achieve long-term housing stability</p>	<p>SRV 4m SRV 4n SRV 4o SRV 4p</p>

		and self-sufficiency.	
6.	Individuals lack transportation services	The HELP Center staff provide limited transportation services to homeless individuals and families, ensuring they can access essential resources such as shelters, medical appointments, social services and employment opportunities.	N/A
7.	Individuals lack access to Community Activities / Parks	While this was identified as a priority in the Community Needs Assessment, it is not explicitly addressed within the programs administered by CAPMC. However, the information has been shared with the City of Madera Parks and Recreation Department for further consideration. The City of Madera Parks and Recreation Department has made significant improvements to parks throughout the city by enhancing recreational spaces, upgrading playground equipment, and increasing accessibility for all residents. Recent efforts include the addition of walking trails, improved lighting for safety, and revitalized sports fields. These enhancements have created more welcoming and functional spaces for families, youth, and community members to enjoy outdoor activities and events.	N/A
8.	Individuals lack financial health	Shunammite Place program participants receive budget development and credit repair education as part of their Life Skills Coaching classes.	SRV5II
9.	Families/Individuals lack affordable Child Care	The Child Care Alternative Payment and Resource & Referral Program assists families in	FNPI 2z SRV 7f

		finding quality childcare that best fits their needs. The Child Care Alternative Payment Program provides individuals with vouchers to help cover childcare costs. Head Start offers preschool services for children ages 0-5 and support for pregnant women.	
10.	Individuals lack access to mental health	While this was identified as one of the priority needs in the Community Needs Assessment, it is not explicitly addressed within all CAPMC's programs. However, the HELP Center does provide referrals to mental health assessments. Transportation is provided to clients for their health and mental health care assessments when needed. If an individual is willing to provide his/her information with staff, they are asked to sign a Release of Information, which is then placed in their file.	N/A
<p>Agency Priorities: Rank the needs identified as a priority in Table 1: Needs Table according to your agency's planned priorities. Ideally, agencies should use ROMA needs statement language. Insert row(s) if additional space is needed.</p> <p>Description of programs, services, activities: Briefly describe the program, services, or activities that your agency will provide to address the need. Including the number of clients who are expected to achieve the indicator in a specified timeframe.</p> <p>Indicator/Service Category: List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported on in Modules 3 and 4 of the CSBG Annual Report.</p>			

Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

California Code of Regulations Sections 100651 and 100655

Vision and Mission Statements

ROMA – Planning

1. Provide your agency's Vision Statement.

Community Action Partnership of Madera County, Inc. will be 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, and making our community a better place to live providing resources and services that inspire personal growth and independence.

Causes and Conditions of Poverty

Organizational Standards 1.1, 1.2, 3.2, 3.4

ROMA – Planning

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

Analysis of survey responses from low-income individuals revealed significant concerns related to financial instability, difficulty securing affordable housing, and challenges in accessing basic necessities such as food, healthcare, and employment. These struggles are often compounded by inconsistent employment and low wages. Additionally, respondents highlighted the need for mental health support, childcare assistance, and transportation services.

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

In late 2024 and early 2025, CAPMC conducted a series of focus groups in both English and Spanish to gather community insights, alongside online and paper surveys. These efforts are aimed at identifying the causes of poverty and the needs within the community. Surveys were distributed to clients, staff, and partners, and included demographic information such as age, income, and length of residence in the community.

The data collected revealed that food insecurity, healthcare access, employment challenges, and insufficient wages are primary concerns of the community. Additionally, participants were asked to rate and prioritize CAPMC's current services, as well as suggest new services that could better support individuals and families in need. The finding indicated a significant demand for resources aimed at addressing basic needs, with a focus on reducing poverty and enhancing economic stability for community members across all demographics, including gender, age, and race/ethnicity.

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

According to Madera, California Poverty Rate Data, as of 2023, approximately 21.2% of Madera, CA residents had an income below the poverty level, which was 43.5% greater than the poverty

level of 12.0% across the entire state of California. The factors that create or foster poverty in Madera County are deeply rooted in both systemic and situational barriers that limit access to essential resources and opportunities for economic self-sufficiency. Through a combination of quantitative data and qualitative feedback from stakeholders during the Community Needs Assessment (CNA) process, several critical issues contributing to poverty in Madera county were identified.

Lack of Affordable Housing: Affordable housing in Madera County is virtually non-existent. Renters in the area need to earn \$22.17 per hour, which is 1.4 times the state minimum wage, to afford the average monthly asking rent of \$1,153. Housing prices have increased significantly, with asking rents rising by 4.9% between the last quarter of 2022 and the last quarter of 2023. The supply of emergency and permanent housing available for individuals experiencing homelessness was limited to just 2,270 beds in 2023. The scarcity of affordable rental housing and the challenges faced by residents in securing housing-despite receiving emergency housing vouchers- further exacerbate poverty.

Access to Healthy Food: Food insecurity remains a significant issue, with over 13% of Madera County residents unable to afford adequate food. The Madera County Food Bank, which serves approximately 65,000 individuals per month, has seen a substantial increase in demand since the pandemic. The number of people participating in the Supplemental Nutrition Assistance Program (SNAP), also known as CalFresh, has surged to 29,364 individuals, indicating a widespread need for food assistance in the community.

Unemployment and Insufficient Wages: Madera County's unemployment rate has been historically cyclical, often influenced by seasonal fluctuations. Many workers are employed in part-time, seasonal, or low-wage jobs that do not meet the high cost of living in the area. This results in an ongoing struggle for individuals and families to secure stable, well-paying employment.

Access to Quality, Affordable Childcare: In Madera County, the high cost of childcare is a significant barrier to employment for many families. The average cost of childcare is \$17.84 per hour, which amounts to \$714 for a 40-hour week or \$2,319 per month for 130 hours of childcare. For many families, the cost of childcare is comparable to or even exceeds the cost of housing, making it financially unfeasible for parents to work. Without subsidies or affordable childcare options, many parents are left with little choice but to stay home and forgo employment

opportunities.

These barriers are compounded by inherited or adopted characteristics, such as race, gender, and age, which have traditionally contributed to disparities in access to opportunities and resources. Poverty in Madera County is not only driven by economic factors but also by a combination of historical, systemic issues that limit the ability of individuals and families to achieve self-sufficiency.

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

The conditions of poverty in Madera county create significant barriers for individuals and families striving for economic stability and overall well-being. Economic stability is a crucial social determinant of health, directly impacting on an individual’s ability to maintain a healthy lifestyle, secure stable housing, and meet basic needs. When households lack sufficient income, they are often forced to make difficult trade-offs, such as choosing between purchasing food and paying rent. These financial hardships can lead to serious health consequences, including high blood pressure, stroke, heart attack, depression and anxiety.

The analysis of quantitative data and qualitative feedback from the community identified several key conditions of poverty affecting the low-income populations:

Limited Access to Healthcare: Many Madera County residents face challenges in accessing healthcare due to high costs, lack of transportation, or the closure of Madera Community Hospital and its three associated clinics, forcing residents to travel an additional 30 minutes to Fresno or Merced for medical care. This disruption has significantly impacted healthcare access for low-income families who may already struggle with transportation. While Madera Community Hospital has established a new Board of Trustees and has reopened, the prolonged closure has left a gap in medical services, worsening health disparities in the region.

Growing Homelessness: Homelessness remains a critical issue in Madera County. The 2023 HUD Point-In-Time (PIT) count recorded 345 unsheltered individuals experiencing homelessness, and 336 sheltered, highlighting a growing need for emergency shelter and supportive services. The lack of affordable housing and economic instability have exacerbated the homelessness crisis, making it more challenging for individuals to transition into stable housing.

Economic Disparities: The economic reality for many Madera County residents is that the federal poverty guidelines do not accurately reflect the true cost of living. Recognizing this gap, many social programs in the county have expanded their eligibility criteria to accept families up to 200% of the federal poverty level. The disparity between poverty guidelines and self-sufficiency standards means that even families earning above the official poverty line often struggle to afford basic necessities, including housing, childcare, food and healthcare.

The Federal Poverty Level (FPL) for a family of four is \$31,000 per year (or \$15 per hour based on full-time employment at 40 hours per week). However, studies suggest that self-sufficient wage in Madera County is significantly higher, requiring families to earn at least 200% of the FPL to meet basic living expenses.

The conditions of poverty in Madera County extend beyond individual hardships, influencing the overall growth and development of the community. Without targeted interventions to address healthcare access, homelessness, and economic stability, low-income individuals and families will continue to face significant obstacles in achieving self-sufficiency and long-term prosperity.

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

The survey questions were as follows:

Demographics

What is your age group?

What is your household income range?

How long have you lived in this community?

Community Services and Resources

Which community service do you or your household use? (Select all that apply)

How satisfied are you with the availability of community services?

What types of services do you believe the community needs more of? (Select all that apply)

Housing and Homelessness

Do you feel there is sufficient affordable housing in the community?

What housing challenges are you or others in your community facing? (Select all that apply)

Education and Employment

Are there enough opportunities for education and job training in the community?

What are the barriers you face in finding employment? (Select all that apply)

Public Safety and Community Engagement

How safe do you feel in your community?

What do you think are the top safety concerns in the community?

Community Involvement

How involved do you feel in community decision-making?

What barriers prevent you from being more involved in community activities? (Select all that apply)

Open Ended Questions

What is the biggest challenge your household faces?

What do you believe are the most urgent issues or challenges facing our community today?

In your opinion, what services or resources are currently lacking in the community that would help improve the overall quality of life?

What specific challenges or barriers have you faced in accessing community services or support programs?

How do you think local organizations and agencies can better support the needs of our community.

What types of programs or initiatives would you like to see implemented to address issues such as housing, healthcare, education, or employment in our area?

In what ways do you feel the community has improved over the past few years, and what areas still need attention?

How do you feel about the current state of mental health and wellness resources available in the community? What improvements would you suggest?

What kind of support or services would help individuals or families like yours achieve stability and success?

What are the key strengths of our community that we can build upon to address our most pressing needs?

If you could change one thing about the community, what would it be and why?

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Tripartite Board of Directors

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

Organizational Standards 1.1. 3.5

ROMA – Evaluation

1. Describe your agency's procedures under which a low-income individual, community organization, religious organization, or representative of low-income individuals that considers its organization or low-income individuals to be inadequately represented on your agency's board to petition for adequate representation. (CSBG Act Section 676(b)(10), Organizational Standard 1.1)

CAPMC is committed to ensuring that the voices of low-income individuals and organizations representing them are adequately represented on its Board of Directors. To achieve this, CAPMC has established the following procedures for individuals or organizations seeking representation:

Petition submission – Any low-income individual, community organization, or religious organization that believes their community is underrepresented on the Board may submit a formal petition. The petition must include a statement outlining the concerns regarding inadequate representation and the need for additional board members who can effectively advocate for low-income individuals.

Board Review Process – Upon receipt of a petition, the CAPMC Board Governance Committee will review the request at its next scheduled meeting. The committee will assess the petition's merits and determine whether adjustments to board composition are necessary to enhance representation.

Board Decision & Response – Following the review, the committee will present its finding and recommendations to the full Board of Directors. The board will vote on any proposed changes, and a formal response will be provided to the petitioner (s) within a reasonable timeframe.

Appointment & Inclusion – If the board determines that representation should be adjusted, new board members may be appointed through the standard nomination and election process, ensuring compliance with agency bylaws and CSBG requirements for tripartite board composition.

By maintaining an open and transparent process for petitions, CAPMC upholds its commitment to equitable governance and ensures that low-income individuals and their representatives have a meaningful voice in agency leadership.

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

The Community Needs Assessment (CNA) is formally presented to the Board of Directors for review and approval as part of the agency's governance process. The Board follows a structured decision-making procedure to ensure transparency and accountability.

During Board meetings, the CNA is discussed in detail, including key findings, recommendations, and any necessary actions. Board members have the opportunity to provide feedback, ask questions, and request clarifications before a motion is made for approval. All motions are conducted in accordance with Robert's Rules of Order, ensuring a fair and orderly decision-making process.

Meeting minutes are recorded verbatim to accurately capture discussions, decisions, and any established deadlines. These records serve as official documentation for accountability and reference in future planning efforts.

This structured approach ensures that the Community Needs Assessment receives thorough review and formal approval, aligning with organizational standards and reinforcing CAPMC's commitment to addressing community needs effectively.

Service Delivery System

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

State Plan 14.3a

ROMA - Implementation

1. Describe your agency's service delivery system. Include a description of your client intake process or system and specify whether services are delivered via direct services or subcontractors, or a combination of both. (CSBG Act Section 676(b)(3)(A), State Plan 14.3a)

Community Action Partnership of Madera County, Inc. (CAPMC) utilizes a service delivery system designed to maximize accessibility for clients by providing intake at centralized locations. Each CAPMC program has developed an intake process that aligns with its respective funding terms and conditions to ensure efficiency and compliance.

Upon intake, clients undergo an assessment where internal and external referrals are made based on their identified needs. CAPMC primarily delivers services directly; however, the LIHEAP Weatherization services are sub-contracted to an external agency serving Madera County residents.

During the COVID-19 pandemic, CAPMC adjusted its service delivery to prioritize the health and safety of both clients and staff while ensuring continued access to essential services. Now that the impact of the pandemic has significantly diminished, CAPMC has fully reopened its doors, reinstating in-person appointments and direct service delivery to better meet the needs of the community.

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

Conducting surveys and focus groups enables CAPMC to implement the Results Orientated Management Accountability (ROMA) process, ensuring that service delivery strategies are data-driven, effective, and responsive to the needs of Madera County residents. By analyzing poverty data related to gender, age, and race/ethnicity, CAPMC can identify key disparities and challenges faced by different populations, allowing for more targeted interventions and program improvements over the next two years.

Survey results help CAPMC identify gaps, prioritize needs, and develop recommendations for

addressing poverty-related issues. CAPMC remains committed to ensure that all programs and services focus on low-income, minority, and disadvantaged populations, particularly those residing awareness of available services and ensure equitable access.

Additionally, CAPMC fosters collaborative partnerships with other Madera County service providers to maximize support for individuals and families. When CAPMC cannot directly provide the requested service, staff conduct research and refer clients to appropriate external agencies, ensuring they receive comprehensive assistance tailored to their specific needs. CAPMC ensures that the clients signs a Release of Information (ROI) and discusses the purpose of the ROI with each client.

Linkages and Funding Coordination

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

California Government Code Sections 12747(a), 12760

Organizational Standards 2.1

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

1. Describe how your agency coordinates funding with other providers in your service area. If there is a formalized coalition of social service providers in your service area, list the coalition(s) by name and methods used to coordinate services/funding. (CSBG Act Sections 676(b)(1)(C), 676(b)(9); Organizational Standard 2.1; State Plan 14.1c)

CAPMC actively coordinates funding and services with other providers in Madera County by engaging in collaborative partnerships, participating in local coalitions and serving on various boards, committees, and advisory councils. These efforts ensure that resources are effectively allocated, service duplication is minimized, and funding opportunities are maximized to better serve the community.

CAPMC maintains strong partnerships with organizations such as, Madera County Workforce Assistance Center (MCWAC), Madera County Department of Social Services, and many City and county departments. Through these collaborations, CAPMC shares information about its services while also being informed about available resources from other agencies. This strategic coordination allows CAPMC to identify funding opportunities, leverage resources, and enhance services delivery to meet the needs of low-income individuals and families in the community.

The Madera County Child Advocacy Center (CAC) is one of two National Children's Alliance-accredited center in the San Joaquin Valley, ensuring that child abuse survivors receive high-quality, evidence-based support services. The CAC is part of the Madera County Child Forensic Interview Team (CFIT), a multidisciplinary team that includes: Madera County Sheriff's Office, City of Madera Police Department, Chowchilla Police Department, District Attorney's Office, Madera County Probation Department, Madera County Department of Social Services, Madera County Department of Public Health, and Department of Behavioral Health. CFIT exists to reduce trauma for child abuse victims by implementing national best practices in forensic interviews and advocacy services.

Fresno Madera Continuum of Care (FMCoC) – CAPMC serves as the lead agency for Madera County, coordinating homelessness response efforts securing funding for housing services, and supporting individuals experiencing homelessness.

Madera County Housing Our Homeless Committee – CAPMC leads countywide efforts to address homelessness through housing solutions, supportive services, and community collaboration.

Through these formal partnerships and funding coordination efforts, CAPMC continues to maximize its impact, secure vital resources, and ensure that Madera County residents receive the comprehensive support they need.

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

CAPMC has developed and fostered various Memorandums of Understanding (MOUs) and partnerships with many county-based departments, 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), California Government Code 12760)

CAPMC has implemented a systemic and centralized service delivery model designed to maximize access, efficiency, and coordination while preventing duplication of services within the service area.

Centralized Intake & Referral System - CAPMC utilizes a standardized intake process at centralized locations, ensuring that low-income individuals and families can easily access services. Intake processes are tailored to meet funding requirements while allowing internal and external referrals to ensure clients receive comprehensive support.

Coordination with Community Partners - CAPMC collaborates with local agencies, nonprofits, and government entities to provide wraparound services and prevent duplication of assistance. Strong communication and data-sharing practices help ensure that individuals receive only the services they need without redundant assistance.

Direct Services & Subcontracting - Most services are provided directly by CAPMC staff, ensuring consistency and accountability. The LIHEAP Weatherization program is the only service that CAPMC subcontracts, maintaining efficiency while leveraging specialized expertise.

Adaptability During Emergencies – During the COVID-19 pandemic, CAPMC modified its service delivery model by implementing remote communication, and document drop-off, to continue assisting the community safely. The organization has now fully reopened for in-person services, incorporating lessons learned to improve accessibility and efficiency.

By implementing these structured processes, strategic partnerships, and clear communication channels, CAPMC ensures that low-income individuals receive necessary services efficiently while avoiding duplication, ultimately maximizing impact in Madera County.

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

CAPMC is committed to expanding financial resources, strengthening programmatic offerings, and increasing organizational capacity by leveraging multiple funding sources. CAPMC strategically integrates Community Services Block Grant (CSBG) funds with other public and private funding streams to maximize impact and minimize service duplication.

Diversifying Funding Streams - CAPMC actively seeks new grants and funding opportunities from federal, state, and local government agencies, as well as private foundations and corporate sponsors. The organization continuously monitors and applies for funding opportunities that align with its mission and expand services to Madera County residents.

Strengthening Partnerships & MOU's – CAPMC collaborates with local, regional, and national organizations to create joint funding proposals and leverage resources efficiently. Memorandums of Understanding (MOUs) with government agencies, nonprofits, faith-based organizations, and community partners ensure coordinated efforts without service duplication.

Enhance Program Sustainability - CAPMC utilizes data-driven reporting to demonstrate the effectiveness of programs, ensuring continued funding from existing sources while attracting new investors. The organization educates stakeholders, donors, and the community on the value and impact of its services, fostering long-term funding relationships.

Through these strategic initiatives, CAPMC maximizes its resources, enhances service delivery, and strengthens its long-term capacity to support low-income individuals and families in Madera County.

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

CAPMC recognizes the significant impact that funding reductions can have on staff, programs, and the community. To ensure continuity of services and minimize disruptions, the agency has established a structured contingency plan, which includes the following steps:

Assessment of Impact – Conduct a comprehensive evaluation of how funding reductions affect Madera County's target population, program operations, and service restrictions.

Pursuit of Alternative Funding Sources – CAPMC staff, in collaboration with local partners, will actively seek alternative funding and revenue sources before any service reductions or terminations are considered.

Development of Strategic Response Plan – the agency will prioritize the following actions:

- a) strive to maintain the same level of services despite federal funding reductions
- b) if necessary, focus available resources on emergency services to support the most vulnerable individuals

Service Continuation through Partnerships – if funding levels become insufficient to sustain program operations effectively, CAPMC will explore partnerships with other community-based

organizations and social service providers in Madera County to ensure basic service delivery continues for disadvantaged populations.

Mitigating Administrative and Programmatic Impacts – Over 50% of CSBG funding is allocated to administrative salaries, fringe benefits, and operations. Any reduction in CSBG funding would directly impact on CAPMC's indirect cost rate, as the agency's approved indirect costs pool (regulated by the Health and Human Service cognizant agency) would be affected. An increased indirect cost rate would, in turn, reduce the funds available for direct program services.

Protection of Essential Programs – CSBG funds serve as critical matching dollars for the HUD-funded Shunammite Place, which provides long-term permanent housing for chronically homeless individuals. Without CSBG funding, CAPMC would be unable to meet the required cash match obligations, jeopardizing this essential housing program.

In the event of federal funding reductions, CAPMC will prioritize the pursuit of alternative funding sources to sustain salaries, fringe benefits and operations, thereby minimizing staff layoffs and service disruptions. The agency remains committed to ensuring that available resources continue to support eligible residents in need.

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

CAPMC is committed to supporting youth in low-income communities by providing youth development programs and fostering community collaboration to meet their needs. Recognizing the unique challenges faced by economically disadvantaged youth, CAPMC strives to create opportunities that empower and uplift them.

To further support youth, CAPMC has designated a youth set-aside in its Homeless Housing, Assistance and Prevention (HHAP) contracts, ensuring targeted resources are allocated to address youth homelessness and related challenges.

Additionally, CAPMC facilitates internships and volunteer opportunities tracking and documenting volunteer hours, which are reported annually to the California Department of Community Services & Development (CSD) via the Community Service Block Grant (CSBG) Annual Report. Through these efforts, CAPMC continues to invest in the future of young individuals, equipping them with

the skills and support necessary

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

CAPMC is committed to fostering strong community coordination and collaboration to address the needs of the youth in low-income communities. CAPMC actively engages with local agencies, schools, and community organizations to support and promote safety, skill-building, and long-term success.

To support violence-free zones and youth mediation, CAPMC collaborates with the Interagency Children and Youth Services of Madera County, ensuring that at-risk youth have access to conflict resolution resources and support systems that encourage positive decision-making. Through these efforts, CAPMC works to create a safer environment for youth and their families.

CAPMC offer the Strengthening Families Program (SFP), an evidence-based initiative designed to enhance family relationships, improve parenting skills, and provide children and youth with critical life skills. The program addresses key topics such as effective communication, discipline strategies, peer pressure, social media safety, bullying, and healthy relationships. Youth and their families participate in structured group classes or individual sessions tailored to their needs.

Also, CAPMC's Shunammite Place Supportive Housing Program provides a stable environment for chronically homeless individuals and families, including transitional aged youth utilizing the Housing First model. This program offers not only housing but also support services that youth and their families develop independent living skills, access educational and employment opportunities, and receive mental and physical health support.

By actively engaging in community partnerships and leveraging available resources, such as Youth Set-Aside funds with the Homeless Housing Assistance and Prevention (HHAP) contracts, CAPMC continues to strengthen its role in supporting youth development and ensuring they have access to programs that promote long-term success and well-being.

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

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

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

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 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.

The CAPMC Homeless Engagement 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. CAPMC's HELP Center has also been awarded funding via the Food Insecurity Grant to provide access to nutritious food for individuals and families facing hunger, particularly in low-income, underserved and/or those experiencing homelessness.

By leveraging partnerships with local food banks, coordinating with community organizations, and incorporating nutrition programs into its services, CAPMC remains dedicated to combating hunger and malnutrition among low-income individuals and families in Madera County.

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

☒ Yes

☐ No

11. For dual agencies:

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

For all other agencies:

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

Community Action Partnership of Madera County, Inc. (CAPMC) is dedicated to alleviating poverty through coordinated services and partnerships. As a Low-Income Home Energy Assistance Program (LIHEAP) service provider, CAPMC assists eligible Madera County households with energy bill payments, including PG&E and propane assistance, once per program year.

During the COVID-19 pandemic, CAPMC adapted its service model to ensure continued assistance while maintaining health and safety protocols. Applications were processed via mail, emails, fax, and a secure drop box outside the office. This remote application process has remained in place, providing convenience and accessibility to residents. In the 2023 LIHEAP program year, CAPMC assisted 1,424 households, and to date, for the 2024 program, 1,369 households have received energy assistance.

LIHEAP works in conjunction with the Weatherization Assistance Program (WAP) to support households that require energy efficiency improvements. Since 1981, LIHEAP has allocated up to 15% of its funding for weatherization purposes, targeting homes with a high energy burden, households meeting the 5% or higher energy burden threshold receive priority for weatherization services.

CAPMC actively engages with various local organizations to enhance service coordination, reduce duplication, and maximize resources. Management and program staff participate in multiple boards, committees, and advisory councils throughout Madera County. CAPMC shares service information with agencies such as: Madera County Workforce Assistance Center (MCWAC), Madera County Department of Social Services and city and county

departments to facilitate access to community resources and support programs. CAPMC collaborates with local law enforcement, Madera County Department of Social Services, and other agencies to support the Child Forensic Interview Team (CFIT) and the Madera County Child Advocacy Center (CAC). The program has earned accreditation from the National Children's Alliance, opening doors for additional funding and expanding services. CAPMC also participates in the Madera County Steering Committee, which is a group of community leaders and elected officials assembled to guide and develop specific county initiatives.

CAPMC is the lead agency for Madera County in the Fresno Madera Continuum of Care (FMCoC) and the Housing Our Homeless committee. These groups work to enhance collaboration and service delivery for individuals and families experiencing homelessness.

CAPMC continues to advocate for additional funding to expand housing opportunities, recognizing that one of the greatest challenges in addressing homelessness is the shortage of affordable and permanent supportive housing. As part of the effort, CAPMC has applied for a Transitional Housing (TH) grant through the Fresno Madera Continuum of Care (FMCoC) and the U.S. Department of Housing and Urban Development (HUD) to secure additional resources for individuals and families in need. By leveraging partnerships and resources, CAPMC remains committed to providing essential services to low-income individuals and families throughout Madera County.

12. Describe how your agency will use funds to support innovative community and neighborhood-based initiatives, which may include fatherhood and other initiatives, with the goal of strengthening families and encouraging effective parenting. (CSBG Act Section 676(b)(3)(D), State Plan 14.3d)

Community Action Partnership of Madera County, Inc. (CAPMC) is committed to strengthening families and promoting effective parenting through innovative community-based initiatives. CAPMC utilizes funding to support programs that foster family stability, enhance parental engagement, and encourage fatherhood involvement. The Strengthening Families Program is a key initiative designed to support families at risk of child welfare intervention. This program equips parents with essential skills, including: positive discipline techniques, internet safety education and bullying prevention strategies. By providing these critical resources, CAPMC aims to enhance family resilience and ensure children remain in safe and supportive homes.

CAPMC's Head Start Program actively promotes fatherhood engagement through a variety of

initiatives aimed at strengthening the bond between fathers and their children, Some of the key activities include: Donuts with Dad, Tea with Dad, Dad's Day, Community Garden and Sports and Interactive activities. All events encourage fathers, grandfathers and male role models to spend quality time with their children.

By fostering parental involvement, particularly among fathers and male role models, CAPMC strengthens family relationships and supports positive childhood experiences. CAPMC remains dedicated to implementing innovative programs that empower families, encourage responsible parenting, and create a supportive community environment for children to thrive in.

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

Community Action Partnership of Madera County, Inc, (CAPMC) is committed to ensuring that individuals and families receive comprehensive support by developing strong linkages with community partners. Establishing and maintaining these partnerships is essential to providing seamless wrap-around services that address a wide range of needs.

When individuals present needs outside CAPMC's direct scope of services, they are referred to trusted community partners through a warm hand-off approach. This process ensures that clients are connected with the appropriate resources in a supportive and coordinated manner, reducing barriers to access.

Additionally, CAPMC provides case management and follow-up communication to ensure that referrals effectively meet clients' needs. By maintaining strong collaboration with community organizations, CAPMC enhances service accessibility and promotes long-term stability for those in need.

Monitoring

ROMA – Planning, Evaluation

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

The weatherization services for CAPMC have been subcontracted out to a neighboring Community Action Partnership Agency. The program monitors the sub-contractor by following the guide for sub-recipients found in the Financial Procedures Manual.

As weatherization files arrive at CAPMC, staff review the file for completeness to ensure that all weatherization documentation, invoices, and receipts are included. Staff ensure that the amounts billed match the invoice provided by the sub-contractor.

Once staff have reviewed all weatherization files, desk reviews are sent to the sub-contractor notifying them of missing items and / or corrections needed or that a file has been deemed complete, and no other action is needed.

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ROMA Application

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

ROMA – Planning, Evaluation



1. Describe how your agency will evaluate the effectiveness of its programs and services. Include information about the types of measurement tools, the data sources and collection procedures, and the frequency of data collection and reporting. (Organizational Standard 4.3)

To ensure the effectiveness of its programs and services, CAPMC employs a comprehensive evaluation process that aligns with Office of Management and Budget (OMB) procedures and industry best practices. The agency utilizes a combination of financial audits, internal controls, staff training, and direct client feedback to assess program performance and impact.

- 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 Procedures Manual. The Board of Directors approved the manual in August 2018 with continued updates to the Board as needed.
- Customer Satisfaction surveys are regularly conducted to measure client satisfaction, service accessibility, and overall experience. The data is analyzed by staff to identify areas for improvement.
- Case management records and client progress tracking are maintained to assess service utilization and client outcomes.
- Program data collection tools, such as intake forms, progress reports, and follow-up assessments, provide insight into service effectiveness.

- All CAPMC managers receive training on the latest OMB Uniform Administrative Requirements, ensuring adherence to federal funding and operational standards and meeting funding terms and conditions of a grant.
- Staff continuously review program policies and procedures to adapt to evolving community needs.
- Data sources include: client intake forms, service logs, financial reports, and survey responses.
- Collection procedures involve: direct client interviews, electronic records, and staff observations.
- Reporting frequency: data is reviewed quarterly to monitor progress, with annual reports submitted to funding agencies and stakeholders and keeping the Board of Directors informed and trained.

By utilizing these evaluation strategies, CAPMC ensures its programs remain efficient, effective, and responsive to the needs of the community while maintaining compliance with all regulatory and financial requirements.

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

One of the highest priority needs identified is the lack of affordable housing. CAPMC recognizes that securing stable housing is a critical first step in improving overall well-being and long-term self-sufficiency.

To address this need, CAPMC's HELP Center focuses on homeless prevention, emergency housing support, and long-term stability services.

Emergency Housing Assistance – Provide temporary shelter in hotel/motels for individuals and families in crisis. Offer rental assistance for those at risk of eviction.

Permanent Housing Solutions - Assist with security deposits, first month's rent, and application fees to help clients transition into stable housing. Provide case management and housing navigation services to secure long-term housing placements.

Support Services – Assist clients in obtaining required documents (IDs, birth certificates, social security cards) to become housing ready. Offer transportation assistance for housing-related needs (e.g., apartment viewing, lease signings). Collaborate with local organizations to provide wrap-around services, such as health and mental health support and employment resources.

The CAPMC's HELP Center will track program effectiveness through case management and service tracking. Each client will have an individualized housing plan. HELP Center staff will have regular meetings with local housing agencies, landlords, and support services providers to ensure seamless service delivery. Staff will also have weekly case review meetings with Housing Support Specialist and Homeless Service Coordinator to monitor client progress and troubleshoot challenges.

To assess program effectiveness, HELP Center staff will use client success metrics. These will show the number of individuals placed into permanent housing, percentage of clients maintaining housing after 6-12 months and the number of clients receiving rental or move-in assistance. HELP Center staff will also compile quarterly reports summarizing program outcomes. Annual performance reports will be reviewed by CAPMC leadership and the Board of Directors to determine program impact and areas for improvement.

By implementing, monitoring, and evaluating, the HELP Center aims to reduce homelessness, prevent eviction, and support long-term housing stability for the most vulnerable members of Madera County.

Optional

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

CAPMC recognizes the urgent need for expanded homeless services in Madera County, as identified in the most recent Community Needs Assessment. To address this critical gap, CAPMC has implemented a multi-faceted approach that includes outreach, case management, and access to housing resources for individuals experiencing homelessness.

HELP Center as an Access Point -

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Federal CSBG Programmatic Assurances

CSBG Act Section 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--

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

Needs of Youth

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

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

Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

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

State Coordination/Linkages and Low-income Home Energy Assistance

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

Community Organizations

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

State Assurances

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

For CAA, MSFW, NAI, and LPA Agencies

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

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

For MSFW Agencies Only

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

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.

Category Two: Community Engagement

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

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

Category Three: Community Assessment

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

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

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

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

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

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

Category Four: Organizational Leadership

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

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

DRAFT

Part III: Appendices

Please complete the table below by entering the title of the document and its assigned appendix letter. Agencies must provide a copy of the Notice(s) of Public Hearing, the Low-Income Testimony and the Agency's Response document, and a copy of the most recent community needs assessment as appendices A, B, and C, respectively. Other appendices as necessary are encouraged. All appendices should be labeled as an appendix (e.g., Appendix A: Notice of Public Hearing) or separated by divider sheets and submitted with the CAP.

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