

2022/2023  
Community Needs Assessment and  
Community Action Plan

California Department of  
Community Services and Development  
Community Services Block Grant



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## Introduction

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

## Purpose

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

## Federal CSBG Programmatic Assurances and Certification

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

## State Assurances and Certification

As required by the CSBG Act, states are required to submit a State Plan as a condition to receive funding. Information provided in agencies’ CAPs will be included in the CSBG State Plan. Alongside Organizational Standards, the state will be reporting on [State Accountability Measures](#) in order to ensure accountability and program performance

improvement. A list of the applicable State Assurances and the agency certification for them are found in the State Assurances section of this template.

## Compliance with CSBG Organizational Standards

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

## What's New For 2022/2023?

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

Part I: Community Needs Assessment (CNA); and

Part II: Community Action Plan (CAP).

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

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

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

**Revised and Reduced Narrative Sections.** Every effort has been made to reduce the administrative burden of conducting a CNA and preparing a CAP during an active pandemic. Although these tasks are fundamental to CSBG and should not be overlooked, CSD is aware of the reduced capacity and other circumstances under which many of the agencies are functioning. CSD has removed questions, utilized check boxes when possible, and made some questions optional. Many questions about the federal and state assurances have been removed. However, agencies are still required to certify that they are in compliance with the assurances. In the sections pertaining to the Tripartite Board of Directors and Linkages, for instance, agencies may

indicate whether there are changes to the response in the 2020-2021 CAP or whether they would like CSD to accept the 2020-2021 CAP response without adaptations. Please keep in mind that these flexibilities are made because of the COVID-19 pandemic and may not be utilized in future years.

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

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

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

## Checklist

- Cover Page and Certification
- Public Hearing(s)

### Part I: Community Needs Assessment

- Narrative
- Results

### Part II: Community Action Plan

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

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

<b>Agency Name</b>	<b>San Joaquin County Human Service Agency</b>
<b>Name of CAP Contact</b>	<b>Erté T. Boyette</b>
<b>Title</b>	<b>Program Manager</b>
<b>Phone</b>	<b>(209)468-1549</b>
<b>Email</b>	<b>eboyette@sjgov.org</b>

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

**Board and Agency Certification**

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

<b>Board Chair (printed name) Sheri Oneto</b>	<b>Board Chair (signature)</b>	<b>Date</b>
<b>Executive Director (printed name) Chris Woods</b>	<b>Executive Director (signature)</b>	<b>Date</b>

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

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

<b>NCRT/NCRI (printed name)</b>	<b>NCRT/NCRI (signature)</b>	<b>Date</b>
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**CSD Use Only**

Dates CAP (Parts I & II)		Accepted By
Received	Accepted	

## Public Hearing(s)

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

### State Statute Requirements

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

### Public Hearing Guidelines

#### Notice of Public Hearing

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

#### Public Hearing

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) shall not be held outside of the service area(s).

3. Low-income testimony presented at the hearing or received during the comment period must be memorialized verbatim in the Low-Income Testimony and Agency's Response document and appended to the final CAP as Appendix B.
4. The Low-Income Testimony and Agency's Response document should include the name of low-income individual, his/her verbatim testimony, an indication of whether or not the need was addressed in the draft CAP, and the agency's response to the testimony if the concern was not addressed in the draft CAP.

DRAFT

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

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

### **Public Hearing Report**

Date(s) of Public Hearing(s)	June 16,2021
Location(s) of Public Hearing(s)	2885 E. Harding Way Stockton CA 95205
Dates of the Comment Period(s)	
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	Newspaper
Date the Notice(s) of Public Hearing(s) was published	June 12,2021
Number of Attendees at the Public Hearing(s) (Approximately)	

## Part I: Community Needs Assessment

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

### Helpful Resources

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

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

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

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

1. How did the agency share the CAP, including the CNA, with the community, stakeholders, partner organizations?

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

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

A community survey was conducted in late 2021 to identify the typical patron of the community centers, including gender and ethnicity. Census data was also used as a cross-comparison.

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

San Joaquin County contains both rural and urban areas. Communities and cities maintain their unique geographic identities, separated by agriculture and open space lands. The county includes seven incorporated cities – Stockton, Tracy, Manteca, Lodi, Lathrop, Ripon and Escalon – as well as many small well-established rural communities in the unincorporated areas.

San Joaquin County is ranked among the top ten agriculture producing counties in the United States. While, at one time, the county was a hub for expansion in the retail service and the office sectors of the economy, currently, it is suffering from poor economic growth. The city of Stockton, the county's hub, is where most major services are located. The city of Stockton has, in recent years, experienced significant economic challenges, impacted by COVID-19. Despite the slow return of economic stability, the community still faces residual financial challenges. Stockton is also recognized as the most racially and ethnically diverse large city in the United States for 2020 according to U.S. News and Report.

According to the most recent U.S. Census American Community Survey for San Joaquin County:

- Population: 762,148
- Poverty level: 17.8% below 100%
- Adults with no high school diploma: 22.0%
- Older adults 55 and over: 17.1% 60 years of age and older: 18%
  - Poverty level for seniors: 11.2% below 100%, 9.8% between 100% to 149%, and 79% at or above 150%
  - Seniors who are 60 years and older who are responsible for grandchildren: 1.6%

California Department of Public Health reported that San Joaquin County is among the lowest 10 metropolitan counties in California (ranked by how long and how well people live) and health outcomes (how long people live and how healthy people feel). San Joaquin County's Community Health Needs Assessment (CHNA) Identified Mental Health and Economic Security the top two highest need priority in the county.

- San Joaquin County Black and Latino populations are among those most impacted by poverty.
- Unemployment is also higher in the County relative to the state.

Homelessness and housing instability, lack of employment, poor recovery post-recession, transportation access and substance abuse are connected with economic security and were mentioned as important issues by key informants and in the focus groups.

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

**Federal Government/National Data Sets**

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

**California State Data Sets**

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

**Surveys**

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

**Local Data Sets**

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

**Agency Data Sets**

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

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

[www.welfareinfo.org/poverty-rate/california/san-joaquin-county](http://www.welfareinfo.org/poverty-rate/california/san-joaquin-county) [www.sjcog.org/241/education](http://www.sjcog.org/241/education)  
<https://data.census.gov/cedsci/table?q=poverty%20&q=1400000US06077001101,06077002000&y=2019&tid=AC>

[www.dignityhealth.org/central-california/-/media/Service%20Areas/central-california/Documents/SJMCSJBHC2019CHNAreport.ashx?la=en&hash=26BB30994E9654D4E9D92EC0D256644](http://www.dignityhealth.org/central-california/-/media/Service%20Areas/central-california/Documents/SJMCSJBHC2019CHNAreport.ashx?la=en&hash=26BB30994E9654D4E9D92EC0D256644)

<https://www.recordnet.com/story/special/2020/06/28/108m-grant-will-fund-environmental-justice-efforts-in-down>

6. Indicate the approaches your agency took to gather qualitative data for the CNA. (Check all that apply.) (Organizational Standards 1.1, 1.2, 3.3; State Plan)

<p><b>Surveys</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Clients</li> <li><input type="checkbox"/> Partners and other service providers</li> <li><input type="checkbox"/> General public</li> <li><input type="checkbox"/> Staff</li> <li><input checked="" type="checkbox"/> Board members</li> <li><input type="checkbox"/> Private sector</li> <li><input type="checkbox"/> Public sector</li> <li><input type="checkbox"/> Educational institutions</li> </ul>	<p><b>Focus Groups</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Local leaders</li> <li><input type="checkbox"/> Elected officials</li> <li><input type="checkbox"/> Partner organizations' leadership</li> <li><input type="checkbox"/> Board members</li> <li><input type="checkbox"/> New and potential partners</li> <li><input type="checkbox"/> Clients</li> <li><input type="checkbox"/> Staff</li> </ul>
<p><b>Interviews</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Local leaders</li> <li><input type="checkbox"/> Elected officials</li> <li><input type="checkbox"/> Partner organizations' leadership</li> <li><input checked="" type="checkbox"/> Board members</li> <li><input type="checkbox"/> New and potential partners</li> <li><input type="checkbox"/> Clients</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Community Forums</b></li> <li><input type="checkbox"/> <b>Asset Mapping</b></li> <li><input type="checkbox"/> <b>Other</b></li> </ul>

7. If you selected "Other" in Question 6, please list the additional approaches your agency took to gather qualitative data for the CNA. (Check all that apply.) (Organizational Standards 1.1, 1.2, 3.3; State Plan)

N/A

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

San Joaquin County Residents tend to be at a greater economic disadvantaged than Californians in general as 20% of the population live at or below the poverty level as compared to 17.8%. This difference is even greater for related children of households under 18 years of age. The highest represented races in the less than 125% of the poverty level in order are:

- Black or African American (28.5%),
- American Indian and Alaska Native (25.3%), and
- Hispanic or Latino Origin (25.2%).

The economic disparity is also seen by the per capital income for county residents being \$27,521 as compared to the state average of \$32,000. The educational attainment effect on economic status is shown by whereas 30.3% with less than high school level of education make less than 50% of poverty level. The education level is also seen in the housing purchasing power, whereas 35.7% of home owners have equal to or less than a high school level of education. Whereas The households with less than high school level of education in San Joaquin County (14.4%) than for the State in general (8.9%) with 73.6% of households with children under 18 years of age in San Joaquin County residents (8.7%) also tend to have a greater proportion of people with disabilities under the age of 18 than California in general (6.7%)

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

A. Community-based organizations. Most of the CBO's services are designed to address unmet needs in the community from interviews with CBOs as part of the CNA. CBOs frequently discuss their services and the needs of the community with the Community Services Program Manager. In addition, the Chairperson of the CAB participates in Community Stakeholder meetings, discusses job-readiness, links to other services, and building a path to self-sufficiency. The Community Stakeholder Forum includes the Community Center for the Blind & Visually Impaired, Child Abuse Prevention Council, and Family Resources & Support. The Chairperson of the CAB considers issues/unmet needs brought forth by other agencies with the CAB and Community Services Program Manager.

B. Faith-based organizations FBOs are located in close proximity to several of the county community centers, and individuals use these centers to access social services and/or food. The Chairperson of the CAB also participates in the Community Stakeholder Forum, Catholic Charities.

C. Private sector (local utility companies, charitable organizations, local food banks)  
Feedback from the private sector is obtained secondhand through issues brought forth by the Board of Supervisors, community organizations, or other means. Many of the issues highlighted in the media, such as the homeless or substance abuse issues, documented issues that affect our community are included as a part of the CNA.

D. Public sector (social services departments, state agencies) As a part of the Human Services Agency, the CAA is involved in program management and discusses trends within the community and unmet needs through in-person or phone meetings with the Community Services Program Manager. Monthly, the various parts of the Human Services Agency (HSA) meet to discuss the administration of the General Assistance Program, Food Stamps, CalWORKs assistance, and other programs. Feedback from these meetings and regular feedback from the onsite Eligibility Worker are considered in the development of the CAP. The Chairperson of the CAB also participates in the Community Stakeholder Forum, which includes public sector partners such as the Department of Industrial Relations, EDD.

E. Educational institutions (local school districts, colleges)  
Data from the San Joaquin County Office of Education Annual Report [https://adobeindd.com/view/publications/7e130140b12ac7b/vowc/publication-web-resources/pdf/Web\\_Version\\_18-19\\_Annual\\_Report.pdf](https://adobeindd.com/view/publications/7e130140b12ac7b/vowc/publication-web-resources/pdf/Web_Version_18-19_Annual_Report.pdf) was used in the development of the CNA. The Chairperson of the CAB also participates in the Community Stakeholder Forum, which includes the College and University of the Pacific.

10. "Causes of poverty" are the negative factors that create or foster barriers to self-sufficiency and/or reduce access to opportunities which low-income individuals live. After review and analysis of the data, describe the causes of poverty in your community.



## Community Needs Assessment Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

**Table 1: Needs Table**

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

Needs Identified	Level	Integral to Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Housing assistance	Family	Y	Y	Y
Job training/search – services to assist people with connecting to employment and job skills	Family	Y	Y	Y
Food – access to food	Family	Y	Y	Y

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

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

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

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

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

**Table 2: Priority Ranking Table**

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

Agency Priorities	Description of programs, services, activities	Indicator(s)/Service(s) Category (CNPI, FNPI, SRV)
1. Job training/search	Job services	FNPI
2. Access to food	Food distribution	SRV
3. After School activities	Tutoring/recreation	SRV and Supported with other funding sources.
4.		
5.		
<p><b>Agency Priorities:</b> Rank your agency priorities.</p> <p><b>Description of programs, services, activities:</b> Briefly describe the program, services or activities that your agency will provide to address the need. Identify the number of clients to be served or the number of units offered, including timeframes for each.</p> <p><b>Indicator/Service Category (CNPI, FNPI, SRV):</b> List the indicator(s) or service(s) that will be reported in annual report.</p>		

## Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

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

### Vision and Mission Statement

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

The Community Action Agency (CAA) will take a leading role in being an effective service provider through the County's (8) Community Centers. The CAA will be sensitive to the needs of the individual family, and community. It is our belief that every individual family and community in San Joaquin County should enjoy a high-level quality of life. At the heart of this belief is a network of service providers, who work together to achieve common goals on the behalf of low-income customers.

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

The Human Services Agency's mission is to lead in the creation and delivery of services that improve the quality of life for our community. The CAA's mission is to reduce the elements of the poverty cycle in San Joaquin County, by empowering individuals, families, and communities to move towards safety, stability, self-sufficiency, and wholeness. This is achievable through the coordination of services provided at eight (8) County Community Centers. Services provided through the Community Centers will not only address immediate needs of individuals and families, but will initiate long-term goals to facilitate positive movement towards self-sufficiency.

## Tripartite Board of Directors

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

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

State Plan

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

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

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

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

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

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

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

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

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

## Service Delivery System

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

State Plan

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

Direct services are delivered through the County's eight (8) Community Centers, which are strategically located in low-income neighborhoods. The Community Centers serve as a one-stop delivery system, offering economies of scale and convenience to those in need of services. For example, a person who comes into a community center can receive food assistance, social services enrollment, job search/job club, attend an educational session, and participate in a community event/activity in one visit. The community center experience provides a wraparound service for all ages, and engages children, seniors, homeless, and those with disabilities.

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

- Food Assistance – includes commodities distribution, emergency food, congregate meals, farmers market, surplus food distribution, cooking classes. Food insecurity was identified as a community issue, and is supported by CSBG through the use of staff salaries and operational costs.
- Employment – includes job search/job club, job opportunity postings, resume building, clothing pantry, CalWORKs assistance. Employment is a focus as it builds a path to self-sufficiency. CSBG dollars are used to support staff salaries and operational costs of bringing in partner agencies such as CalWORKs.
- Supportive Services – includes outside or leveraged programming such as credit counseling, fraud prevention, public works, case management, and direct programming for youth enrichment programs and senior programs. CSBG dollars are used to support staff salaries and operational costs.

## Linkages and Funding Coordination

CSBG Act Sections 676(b)(1)(B) and (C), (3)(C) and (D), 676(b)(4), (5), (6), and (9)  
California Government Code Sections 12747, 12760  
Organizational Standards 2.1, 2.4  
State Plan

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

We currently coordinate/collaborate with CalWorks, Area Agency on Aging, Home Energy Assistance Program (HEAP), Emergency Food Assistance Program and the Cities our Community Centers are currently located at. Some of our partners provide a direct service, such as the Senior Nutrition Program, where we provide the location and staffing to provide Congregate Meals to seniors.

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

Housing Authority – We have collaborated with the Housing Authority of San Joaquin Co. to provided rental assistance for renter impacted by COVID-19. The housing authority will advertise jointly with our department to pay back rent for low income families and individual for a period of three months.

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

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

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

Our agency partners with other programs to increase the services offered to the community. These services are funded by the Older Americans Act, CalWORKS, California Department of Social Services, and Corporation for National Service (RSVP).

In the event of reduced federal funding, the Community Action Agency's contingency planning includes:

- 1) Gathering input from the community by hosting public meetings where clients and the general public have an opportunity to respond to program reduction proposals.
- 2) The reduction or cancellation of programs with a high cost will be considered.
- 3) CAA will broaden its resources by reaching out to private and non-profit community agencies, fraternal and charitable organizations and clubs in order to encourage a commitment of support in terms of manpower and dollars.
- 4) Community Centers' operating hours may have to be reduced, which would cut both personnel outlay and utility cost outlay.
- 5) CAA staff travel costs may have to be drastically curtailed. This would affect outreach for services and homebound assistance.
- 6) CAA staff would receive input on program reductions from the Community Action Board (CAB) and Center Advisory Board members.
- 7) CAA staff would continue to broaden the resource base in the following ways:
  - a. Requesting additional funding by applying for grants through every source available and continue regular fundraisers at the Centers to support the purchase of necessary items.
  - b. The solicitation of private businesses to sponsor the programs. The Center staff approach businesses on a regular basis to serve on Advisory Boards, to donate needed items, to "adopt-a-family" for holiday baskets, to sponsor youth for a camping trip included with SYEP participation, to sponsor special holiday or events, such as Mother's Day, Back to School day, Martin Luther King Day, 4<sup>th</sup> of July, Easter, Halloween, Cinco de Mayo, Juneteenth, Christmas and other December holidays, Thanksgiving, and to sponsor special families who need assistance.
  - c. Expanding the volunteer base by publicizing the needs at the Centers, at various community fairs and events and by the use of public service announcements in local newspapers, radio and television stations. Center staff utilize volunteers in

various ways to: place reassurance calls to lonely seniors; oversee youth activities including after-school programs; help serve meals for the senior lunch program; serve as role models to troubled youth; coach and transport youth in the intramural sports leagues; tutor students; assist with Brown Bag and commodity distribution; act as advisors in youth clubs; prepare income tax forms; perform clerical duties; and oversee clothing closets and food distribution programs.

- d. HSA regularly provides technical and training assistance to our staff on methods to acquire needed resources. HSA continually collaborates and strategizes with other community-based organizations to ensure all resources have been utilized. Staff attends appropriate resource fairs, seek grant information and attend workshops offered by our Human Resource Department on methods to successfully apply for resources.

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

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

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

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

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

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

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

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

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

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

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

As community members visit the Centers to inquire about employment information and referrals, Center staff encourages them to work with CalWORKs (if eligible), WorkNet, and the Employment and Economic Development Department (EEDD) for employment or training programs and opportunities. Two of our Community centers host Job search programs that taught by trained CalWORKs staff who we partner with. Eligibility Workers are stationed at six of eight Community Centers to assess for eligibility for CalWORKs.

In addition, Community Centers coordinate with CalWORKs to host the Summer Youth Employment Training Program (SYETP), where youth (ages 19-24) from low-income families are stationed at the Community Centers to learn valuable job-skills, good work habits, as well as workplace ethics, etc.

Community Centers coordinate with the local CalWORKs program in order to promote self-sufficiency among TANF recipients through the placement of CalWORKs participants at Community Centers to acquire job skills and develop good work habits. CAA staff and CalWORKs staff regularly discuss the CalWORKs participant's progress and are able to explore other beneficial services, such as CalWORKs usage of the Community Centers for training classes and outreach activities. In addition, one Community Center currently hosts the CalWORKs Employment WORKS program,

which is a job search assistance program, providing individualized attention to serious job seekers, which is provided quarterly at the site.

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

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

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

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

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

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

## Monitoring

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

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

Evaluation and monitoring methods include:

a) The Community Services Program Manager regularly visits each Community Center on both a drop-in basis and preplanned appointments. The purpose of the visits is to monitor the Centers'

programs and services; determine if customer needs are being met; check for safety and cleanliness; talk with customers and volunteers to determine positive and/or negative occurrences; discuss with staff program goals and outcomes; and audit files, forms, and records to determine accuracy and consistency.

b) The Center staff submits regular reports demonstrating program and service performance. The Program Manager reviews the reports and will discuss with staff any goals/projections, which are not being met in a satisfactory manner. When goals/projections are not met, the

Program Manager will give oral and/or written instructions regarding what the problems are and the deadline when corrections need to be made. On the due date, the evaluation and monitoring plan are reviewed again.

c) The Community Action Board (CAB) acts as a monitoring committee, which visits all eight (8) County Community Centers. The CAB members use this opportunity to inspect facilities and to speak with community members and staff about specific needs of individual communities. In addition, each of the eight (8) County Community Centers has implemented their own Advisory Board with members from their respective center service area.

d) Technical assistance is provided on a regular basis by CSD's Field Representative. Contact with our Field Representative, as needed, has provided a great assistance to the monitoring and evaluation plan. Also, yearly CSBG conferences, trainings, workshops, webinars, and audits offer additional information, tools, and feedback.

e) Fiscal review of the CSBG and other contracts is accomplished through the monitoring of invoices versus expenses on a monthly basis. Bimonthly and closeout fiscal reporting is provided to CSD to ensure and maintain fiscal contract requirements. An annual audit is performed to report on compliance and on internal control over financial reporting. San Joaquin County follows all applicable components of Generally Accepted Accounting Principles (GAAP), Office of Management and Budget (OMB), Code of Federal Regulations (CFR), and other guidelines in accordance with the CSBG contract.

h) Intake forms, sign-in sheets, and progress notes provide documentation of clients' status such as services received, participants entering and/or leaving a program, progress made, or any changes that may have occurred. Agendas, logs of telephone calls, interviews, and client satisfaction surveys are informational gathering tools that are utilized by staff.

i) Community Center staff and administration have regular meetings for program planning and development to: establish and/or review policies and procedures; review goals, projections, objectives, and outcomes; review fiscal guidelines; discuss training and staff development; discuss community needs/issues; and share other pertinent information regarding the operation of Community Centers.

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

N/A

## Data Analysis and Evaluation

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

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

The data received from our Agency's eight Community Centers are compiled and reviewed by Management and staff to compare with previous reports. The collected information determines and identifies areas of strength and other programs that need improvement. These findings are discussed with staff to find ways to sustain and improve our programs at staff meetings.

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

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

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

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

N/A

## Additional Information (Optional)

### Disaster Preparedness

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

Yes

No

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

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

### Agency Capacity Building

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

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

## Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

### Use of CSBG Funds Supporting Local Activities

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

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

### Needs of Youth

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

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

### **Coordination of Other Programs**

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

### **Eligible Entity Service Delivery System**

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

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

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

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

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

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

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

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

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

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

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

in communities with entities providing activities through statewide and local workforce development systems under such Act.”

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

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

### **Community Organizations**

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

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

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

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

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

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

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

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

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

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

DRAFT

## State Assurances and Certification

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

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

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

### **For MSFW Agencies Only**

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

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

## Organizational Standards

### MAXIMUM FEASIBLE PARTICIPATION

#### Category One: Consumer Input and Involvement

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

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

#### Category Two: Community Engagement

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

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

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

#### Category Three: Community Assessment

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

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

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

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

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

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

## **VISION AND DIRECTION**

### **Category Four: Organizational Leadership**

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

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

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

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

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

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

### **Category Six: Strategic Planning**

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

