



COUNTY OF SAN DIEGO
HHSA
HEALTH AND HUMAN SERVICES AGENCY



LIVE WELL
SAN DIEGO

County of San Diego Community Action Plan 2016-2017

Greg Cox, District 1

Dianne Jacob, District 2

Dave Roberts, District 3

Ron Roberts, District 4

Bill Horn, District 5

**Nick Macchione, FACHE,
Health and Human
Services Agency**



Phone: 619-338-2799
Fax: 619-338-2778
www.sdcountycap.org

1255 Imperial Avenue
Suite 743
San Diego, CA 92101

COMMUNITY SERVICES BLOCK GRANT
2016/2017 PROGRAM YEAR COMMUNITY ACTION PLAN
COVER PAGE AND CERTIFICATION

TO: Department of Community Services and Development
Attention: Field Operations Unit
2389 Gateway Oaks Drive #100
Sacramento, CA 95833

FROM: Community Action Partnership
Office of Strategy and Innovation
Health and Human Services Agency
County of San Diego
1255 Imperial Avenue, Suite 743
San Diego, CA 92101

Agency Contact Person Regarding Community Action Plan


Name: Dale Fleming
Title: Executive Director, Community Action Partnership
Phone: 619-685-2214 Ext: _____
Fax: 619-338-2778
Email: Dale.Fleming@sdcounty.ca.gov

CERTIFICATION OF COMMUNITY ACTION PLAN AND ASSURANCES

The undersigned hereby certifies that this agency complies with the Assurances and Requirements of this 2016/2017 Community Action Plan and the information in this CAP is correct and has been authorized by the governing body of this organization. Per Organizational Performance Standards the Community Assessment, which is part of the CAP, must be formerly accepted by the governing board.



Board Chairperson



Executive Director



Date



Date

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The CAP is to be arranged in the order below. Please include the appropriate page numbers for reference. Additional attachments are to be added as appendices.

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2016-2017 Community Action Plan Checklist

The following is a check list of the components to be included in the CAP. The CAP is to be received by CSD no later than **June 30, 2015**:

- ☒ **Cover Page and Certification**
- ☒ **Table of Contents**
- ☒ **Vision Statement**
- ☒ **Mission Statement**
- ☒ **Community Information Profile**
- ☒ **Comprehensive Community Needs Assessment**
- ☒ **Documentation of Public Hearing(s)**
- ☒ **Federal Assurances**
- ☒ **State Assurances**
- ☒ **Individual and Community Eligibility Requirements**
- ☒ **Monitoring and Evaluation**
- ☒ **Data Collection**
- ☒ **CSBG/National Performance Indicators (NPI) CAP Projections**
- ☒ **Appendices (Optional)**

Vision Statement

The Community Action Partnership (CAP) of San Diego is part of the County of San Diego's Health and Human Services Agency. The vision of CAP San Diego is aligned with the national vision below:



"Community Action changes people's lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other."

Mission Statement

CAP San Diego's mission is to:

"Empower economically disadvantaged individuals and families to achieve their highest level of self-sufficiency and well-being."

This mission aligns strongly to the County of San Diego's Health and Human Services Agency mission "To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County" and to the County of San Diego's mission "To efficiently provide public services that build strong and sustainable communities."

CAP San Diego promotes its Vision and Mission through the integration of regional initiatives and priorities that support *Live Well San Diego*, the strategy to achieve a healthy, safe and thriving San Diego.

Community Information Profile

San Diego County is the southernmost major metropolitan area in the State of California. The region covers 4,261 square miles extending 75 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. With a population of 3,143,429 (2012 SANDAG Estimate), San Diego is the second largest county by population in California and the fifth largest county by population in the nation (2010 U.S. Census Bureau) includes 18 incorporated cities.



The majority of San Diego's population is white (47%) or Hispanic (33%) and between the ages of 25-64 (53%), with equal percentages of males and females (50%). Of the total population ages five years or older, 63% speak only-English, 11% speak only Spanish and 21% are bilingual (See Table 1.1).

Table 1.1 – Demographic Profile

	Number	Percent
Total Population*	3,143,429	100%
Age Distribution*		
0 – 4 years	203,829	6.48%
5 – 14 years	398,416	12.67%
15 – 24 years	502,716	15.99%
25 – 44 years	890,051	28.31%
45 – 64 years	773,882	24.62%
65+ years	374,535	11.91%
Gender Distribution*		
Male	1,575,943	50.13%
Female	1,567,486	49.87%
Race/Ethnicity*		
White	1,492,320	47.47%
Hispanic	1,035,226	32.93%
Black	139,383	4.43%
Asian/Pacific Islander	355,935	11.32%
Other	120,565	3.84%
Language Spoken at Home (Total Population Age 5+ years)**		
English Only	1,820,181	62.87%
Spanish Only	316,150	10.92%
Asian/Pacific Island Language Only	105,094	3.63%
Other Language Only	45,164	1.56%
Bilingual	608,271	21.01%

Note: At the time of the community needs assessment, data from 2012 was the most recent available from the American Community Survey regarding languages spoken at home

** 2012 SANDAG Estimates ** 2012 American Community Survey*

San Diego is the largest refugee resettlement site in the State of California, resettling 15,308 refugees between the period of 2009 and 2013. A majority (77%) of refugees resettled in San Diego during that time period came from Iraq, although the region continues to be home to other refugee populations from across the globe, including individuals and families from regions such as Afghanistan, Southeast Asia and Africa (See table 1.2).

Table 1.2 Refugee Arrivals to San Diego 2009 - 2013	
Country of Origin	Arrivals
Afghanistan	94
Iran	555
Iraq	11,879
Former USSR	154
Southeast Asia	1,370
Africa	1,094
Other	162
Total	15,308

*State of California Department of Social Services,
Refugee Program Bureau October 2013*

Although the majority (85%) of San Diego's labor force consists of employed civilians, the U.S. Department of Defense is a large employer in the County, with 79,603 San Diegans serving in the Armed Forces. Management, Professional and Related is the number one occupation category for employed civilians in San Diego County, followed by Sales and Office (see table 1.3).

Table 1.3 - Occupation	
Labor Force (16+ years)	
Unemployed Civilians	147,839
Armed Forces	79,603
Employed Civilians	1,386,825
Employed Civilian Occupation Category	
Management, Professional and Related	39.83%
Sales and Office	24.81%
Service	19.18%
Production, Transportation and Material Moving	8.12%
Construction, Extraction and Maintenance	8.06%

2012 American Community Survey

San Diego County felt the negative impacts of the recession in recent years; however, the local economy is showing signs of improvement. It is anticipated that job creation during 2013 will have increased across private sector industries (LA County Economic Development Corporation – The Kyser Center for Economic Research: 2013-2014 Economic Forecast and Industry Outlook). As of January 2014, the unemployment rate in San Diego County was 7%, lower than that of California’s 8.1% and only slightly higher than the national rate of 6.6% (San Diego Workforce Partnership, accessed online 5/17/14).

San Diego County continues to have a high cost of living. For example, according to a June 2013 Kiplinger report, San Diego ranks as the ninth most expensive city in which to reside in the United States with a cost of living 31.9% above the national average. Apartment rents and housing expenses are more than double the national average, and groceries, transportation and health care costs are about 10% more than the national average. Table 1.5 shows monthly budgets without public or private assistance in San Diego County, taking into consideration household composition.

Table 1.5: Average Monthly Costs in San Diego County	1 Adult	1 Adult + Preschooler	2 Adults + infant	2 Adults + infant + preschooler
Housing	\$1,032	\$1,354	\$1,354	\$1,354
Child Care	\$0	\$1,003	\$1,293	\$2,297
Food	\$270	\$410	\$655	\$771
Transportation	\$290	\$299	\$567	\$567
Health Care	\$137	\$398	\$456	\$466

2014 Making Ends Meet Report – Center on Policy Initiatives

The median household income in San Diego County is \$63,373 with an average of 2.82 persons per household. The median value of owner-occupied housing units is \$419,400 (2012 American Community Survey).

San Diego’s Community Action Partnership and *Live Well San Diego*

San Diego’s Community Action Partnership (CAP) is a public community action agency, within the County’s Health and Human Services Agency (HHSA) organizational structure. HHSA provides critical public health services to the general population of over 3 million residents and an array of social services to the roughly 750,000 recipients of federal, State and County funded programs like Medi-Cal, CalFresh, CalWORKs, Foster Care and Adoptions. HHSA operates a regional service delivery system, taking into account the geographically and socially diverse assets and needs of the region. There are six (6) HHSA designated regional service areas: Central Region, North Central Region, East Region, North Coastal Region, North Inland Region and South Region. CAP provides countywide programs to address issues of poverty through regional service delivery contracts in each of the HHSA designated regions.

In July 2010, the County Board of Supervisors adopted the *Live Well San Diego* vision of healthy, safe and thriving residents and communities in San Diego County. Because of the size and complexity of San Diego County (18 incorporated cities, 18 federally recognized Native American tribes), the strategy recognizes the critical role community engagement plays in achieving the vision. It starts with

individuals and families who are leading efforts to be healthy and safe and grows through County support of community action by convening community groups, programming activities and leveraging funds. Collaboration has spread not only across all of the County business groups, but throughout the community, with public service organizations and businesses coming together to collectively impact the health, safety and well-being of the region.

CAP has a history of engaging community partners to improve the quality of life for San Diego's economically disadvantaged communities. Since the implementation of *Live Well San Diego*, CAP has refocused its efforts to ensure alignment with the vision. This has resulted in new partnerships within HHSA, like the work CAP has done with Public Health Services on nutrition education, as well as across County groups, like CAP's coordination with Probation on redesigning the early prevention and early intervention services for at-risk youth. It has also served as an excellent call to action for new collective impact efforts with community stakeholders who share the *Live Well San Diego* vision within their own organizations.

Comprehensive Community Needs Assessment

Overview of Community Needs Assessment Process

CAP San Diego conducted a Community Needs Assessment during 2014 in preparation for completion of a Community Action Plan for 2016-17. The process for completing the Needs Assessment was developed to comply with CSBG Organizational Standards, specifically that:

- Information was collected directly from low-income individuals.
- Information was collected from key sectors of the community, including community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.
- Analysis of information included both qualitative and quantitative data.
- The community assessment included key findings on the causes and conditions of poverty and the needs of communities assessed.
- Customer satisfaction data and customer input were collected as part of the Community Assessment.

The CAP San Diego Needs Assessment was conducted over the period of March 2014 – January 2015 and included the following actions:

- Identification and analysis of key **community indicators** that were important to the description of the service area factors related to poverty (March – June 2014).
- Leveraging local resident leaders to solicit **direct community input** regarding the needs and priorities of low-income communities (July – December 2014).
- **Analysis of quantitative and qualitative data** collected as a part of the Community Needs Assessment process by CAP San Diego staff and the Community Action Board (December 2014 – January 2015).

Community Indicators

As a part of the development of the San Diego Community Needs Assessment, CAP pulled together subject matter experts from HHSA, as well as the Community Action Board, to identify key indicators that were important to describe the service area factors related to issues of poverty. Operation Research Analysts from HHSA's Office of Business Intelligence, Senior Epidemiologists from Public Health, as well as CAP staff discussed what data to include in the profile. Community Action Board members reviewed the proposed data sets and added some additional information they felt was relevant. The key indicators are presented below are from the County of San Diego's Community Health Statistics Unit reports available at

http://www.sandiegocounty.gov/content/sdc/hhsa/programs/phs/community_health_statistics.html

Data is presented at the countywide level and grouped according to the *Live Well San Diego* themes of health, safety and thriving. When available, comparison data for California and the U.S. is provided. When available, regional indicator data is provided in Appendix A to this document.

Key Health Indicators – the following indicators of health were selected based on the shared goal of long, healthy lives for our residents and recognition that achieving that goal requires not only access to medical care, but also the desire and opportunity to make healthy choices.

Indicator	Explanation	Desired Trend	San Diego	CA	U.S.
Ate Fast Food 3 or More Times in the Past Week	Includes fast food meals eaten at work (or school), at home or at fast food restaurants, including carryout or drive through.	↓	18.9%	20%	-
Binge Drinking in Past Year (ages 18+)	Binge drinking is consuming 5 or more alcoholic drinks on at least one occasion in the past year for males; 4 or more for females.	↓	34.9%	31.1%	-
Distance to Park	Percent of population living within ½ mile of a park	↑	50%	58%	36.8%
Lack of Health Insurance	Percent of population without health insurance, 18-64 years of age	↓	17.7%	20.9%	20.4%
Life Expectancy	Measure of length and duration of life expected at birth	↑	81.5 years	80.8 years	78.7 years
Overweight/Obese (ages 18+)	Percent of population that is overweight or obese, labels for ranges of weight that are greater than what is considered healthy for a given height.	↓	58.5%	59.8%	-
Quality of Life	Percent of population that is sufficiently healthy to be able to live independently (not including those residing in nursing homes or other institutions)	↑	95.3%	94.7%	94.2%
Recreational Activities (per 100,000 people)	Number of recreational facilities per 100,000 people	↑	10	9	16

What does the data reflect? San Diego compares similarly to the rest of California in all of the health indicators displayed above. For those with national comparison data, San Diego does similarly or better than all of the indicators, except availability of recreational activities, in which both San Diego and the state provide fewer than the national average.

Although the data comparisons do not show any huge gaps between State and national outcomes, there are still opportunities to improve at the local level. It has been shown that personal behavior has a great impact on health. For example, behaviors such as eating fast food regularly and binge drinking contribute to the increase of overweight/obese individuals, which in turn greatly impacts quality of life and life expectancy. By supporting people to make healthy choices and making it easier to engage in healthy behaviors (like participating in recreational activities), health outcomes may improve.

Key Safety Indicators – the following indicators of safety were selected based on a recognition that perceptions of safety exist at both the personal and community level. It is also important to note that lack of safety (real or perceived) can limit other areas of life, like health and self-sufficiency.

Indicator	Explanation	Desired Trend	San Diego	CA	U.S.
Child Abuse and Neglect	Rate of substantiated cases of child abuse and neglect per 1,000 children ages 0-17	↓	8.3	8.9	-
Child Car Safety Restraint Use	Percent of children ages 0-5 who are properly restrained as motor vehicle occupants in crashes occurring on public roads	↑	96.2%	-	-
Crime Rate	Number of crimes per 100,000 people (all crimes, including violent and property)	↓	2,430.3	2,994.9	3,295.0
Linguistic Isolation	Percent of population isolated because they are unable to communicate effectively in English	↓	8.7%	9.9%	4.6%
Perception of Safety	Percent of population that feels safe in their neighborhood	↑	94.4%	93.7%	-
Thoughts of Suicide (ages 18+)	Adults that have ever seriously thought about committing suicide	↓	7.4%	8.8%	-
Unintentional Injury	Number of unintentional injuries per 100,000 people	↓	5,626.4	6,081.9	-

What does the data reflect? San Diego compares similarly or better to the rest of California in all of the safety indicators displayed above. San Diego also compares better than the national average for crime rate – in fact, according to a 2014 SANDAG report, San Diego’s violent crime rate was its second lowest in the past 30 years. Although San Diego is not far off from the California average for linguistic isolation, both the local and State rates are nearly twice as high as the national average, not surprising given San Diego’s proximity to the Mexico/U.S. border and its designation as a high impact refugee resettlement region. Strategies that strengthen social ties, including linguistic and other isolation, are essential to improving safety outcomes.

Key Thriving Indicators – the following thriving indicators include data that points to residents’ overall standard of living, including measures of financial stability and opportunities to increase earnings and be active participants in their communities. As with indicators listed in previous sections, those listed below can also impact both health and safety outcomes.

Indicator	Explanation	Desired Trend	San Diego	CA	U.S.
Poverty Rate (At/Below FPL) – Total Population	Percent of the total population living below the Federal Poverty Level (FPL)	↓	13.9%	15.3%	14.9%
Poverty Rate (At/Below FPL) – Families with Children	Percent of families with children living below the FPL	↓	14.6%	17%	17.2%
Self-Sufficiency Standard (all households)	Percent of those households that live below the Self-Sufficiency Standard for San Diego County	↓	37.8%	-	-
Spending Less than 1/3 of Income on Housing	Percent of population spending less than a third of their income on housing	↑	48.9%	50.2%	60.2%
Food Insecurity	Percent of population who have experienced food insecurity	↓	35.1%	40.4%	-
Unemployment Rate	Percent of total labor force that is unemployed (actively seeking employment and willing to work)	↓	9.1%	10.1%	8.7%
High School Diploma or Equivalent	Percent of population with a High School Diploma or Equivalent	↑	84.3%	81.1%	85.9%
Less than a High School Diploma or Equivalent	Percent of population with less than a High School Diploma or Equivalent	↓	15.7%	18.9%	14.1%
Early Care and Education	Percent of Children ages 3-4 enrolled in early care and education	↑	51.1%	49.3%	69.9%
School Achievement Grade 3	Percent of students in grade 3 scoring proficient or advanced on the English Language Arts achievement test	↑	51%	46%	-
Volunteerism	Percent of population who volunteer	↑	31.1%	25.7%	26.8%
Voted in 2012 Presidential Election	Percent of residents registered to vote who voted in the 2012 presidential election	↑	77%	72.4%	61.8%

What does the data reflect? San Diego has a lower rate of individuals and families living below the FPL than the state and federal rate. It is important to note however, that although they may not be below the FPL, more than a third of households in the region are not meeting the self-sufficiency standard for San Diego County. This means that they have incomes too low to cover basic expenses, like housing, child care, food, transportation and health care. The impact of the high cost of living in San Diego County is also demonstrated by the proportion of the population that spends less than a third of their income on housing in our region (only 48.9%).

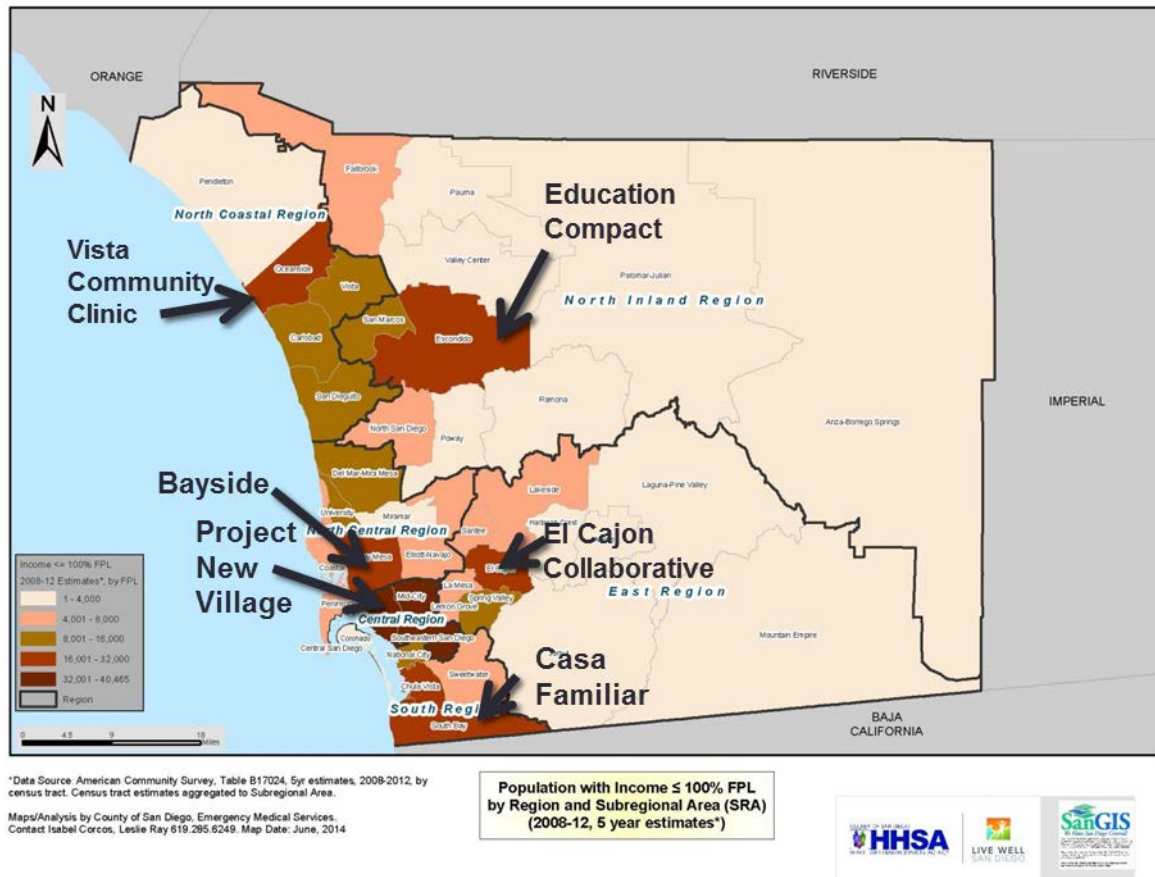
In order to earn enough money to make ends meet, it is critical that individuals are offered opportunities to prepare themselves for jobs that pay a self-sustaining wage. Focusing on young people is a key strategy, as the skills needed are often developed as early as elementary school.

Community Input to the Needs Assessment

In an effort to expand the quantity and quality of community input to the Community Needs Assessment, CAP San Diego leveraged a model called Resident Leadership Academy (RLA) to engage residents of low-income communities to lead the collection of direct feedback regarding the needs and priorities of San Diego's economically disadvantaged individuals, families and communities.

Resident Leadership Academies (RLAs) provide local leaders in low-income neighborhoods with training and tools to take action in their neighborhoods to increase healthy behavior, improve safety, and create vital neighborhoods. RLAs were piloted by the County of San Diego in FY 2011-12 as a Public Health intervention funded through American Recovery and Reinvestment Act (ARRA) administered through the Centers for Disease Control (CDC). Working with a local health organization, Community Health Improvement Partners (CHIP), the County developed a RLA curriculum that includes 10 training sessions (2-3 hours a day) and covers topics such as community building principles, healthy food systems, land use planning and implementing community improvement projects. Upon completion of the RLA curriculum, participants initiate priority projects to improve the conditions in their community using the skills and tools acquired through the training.

In July 2014, CAP commissioned six (6) regional RLAs (one in each HHSA designated service region) to train 10-15 residents each using the existing RLA curriculum and complete a needs assessment for their designated region. Current Family Self-Sufficiency providers were engaged to serve as host organizations for the RLAs – each opted to work in partnership with smaller community based organizations with experience conducting RLAs to oversee the effort. RLA teams were provided the curriculum, an assessment toolkit, and a regional profile consisting of pertinent data/statistics related to issues of poverty in their HHSA Region. A map of San Diego showing the host organizations and the location of the RLA's is on the next page.

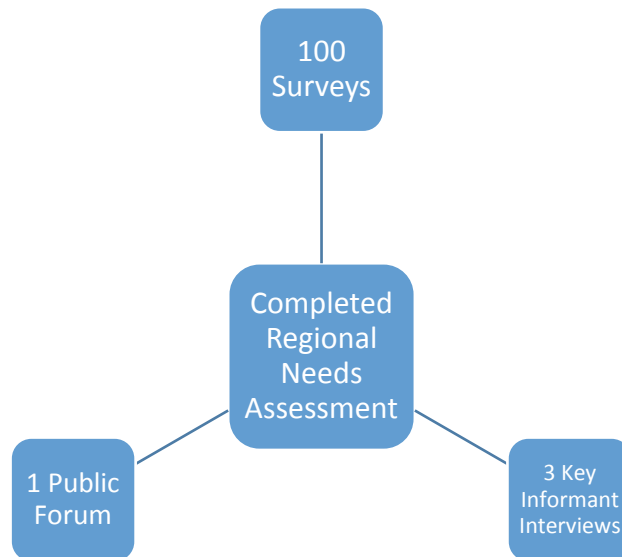


Regional RLA's were facilitated by the following non-profit community based organizations:

- Vista Community Clinic – North Coastal Region
- Escondido Education Compact – North Inland Region
- Bayside Community Services – North Central Region
- Project New Village – Central Region
- El Cajon Collaborative – East Region
- Casa Familiar – South Region

As part of the RLA training, teams used the regional profile and the toolkit provided to develop an action plan for completing a needs assessment in their HHSA Region. The action plan consisted of a project timeline, actions and key deliverables, including how to deploy the required methods collecting community input. Technical Assistance to the RLA groups was provided through a contract with CHIP for the duration of the project.

Each RLA Needs Assessment consisted of at a minimum:



Community Participation in Needs Assessment Process

Through the RLA model, CAP engaged 1,182 individuals in the Community Needs Assessment process:

- 116 RLA Graduates were trained regarding the principles of community building, conducting community needs assessments and developing and initiating community improvement projects. These graduates used their new skills to plan and execute a community needs assessment for a designated region in CAP San Diego's service area.
- 292 community stakeholders, including residents of low-income communities and local service providers, participated in 6 Public Forums to provide feedback on what their community needs to be healthy, safe and thriving.
- 756 low-income community members completed surveys to provide input into the priorities and current consumer satisfaction level of resources in their community that impact health, safety and well-being.
- 18 key informant interviews were conducted with individuals representing key sectors of the community.

Countywide results from CAP San Diego's Community Needs Assessment are included below. Detailed regional RLA Needs Assessment results are provided in Appendix A to this document.

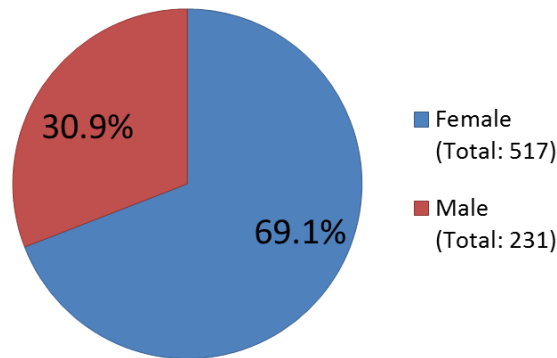
Surveys

Regional RLA groups were provided a standard survey to administer to a minimum of 100 residents in their community. The survey was provided in both electronic format (through Survey Monkey) and in paper – all paper surveys were input into the Survey Monkey application to allow for a complete roll-up. In regions where demographics demonstrated a need for the tool in Spanish, a translated version of the survey was provided. 748 individuals participated in the survey.

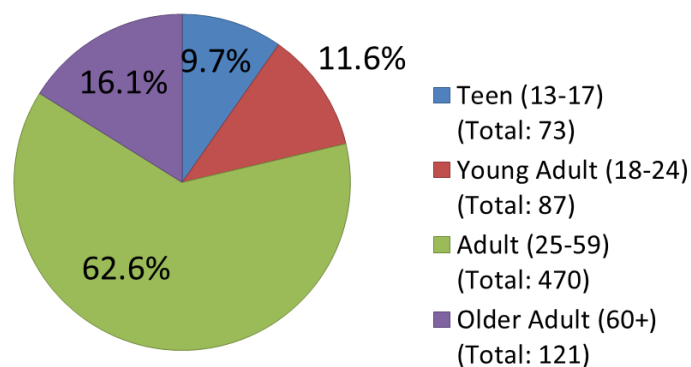
Demographics of Survey Participants

Survey respondents were asked to provide demographic data to help identify better who was responding to the survey. Below are charts representing those responses of the 748 survey participants.

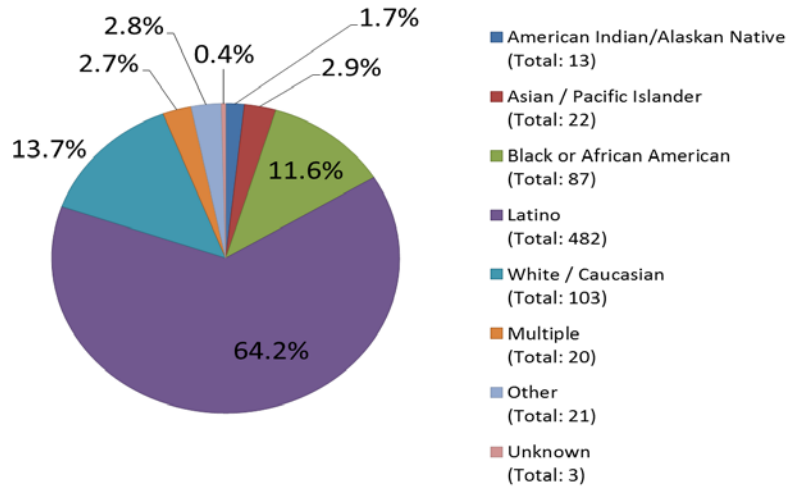
What is your gender?



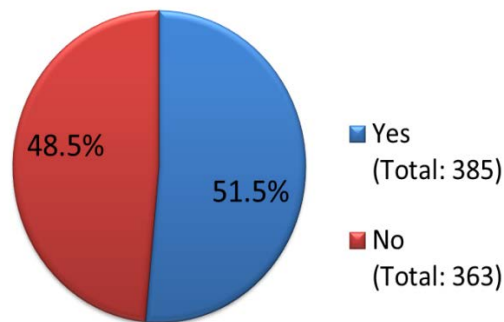
How old are you?



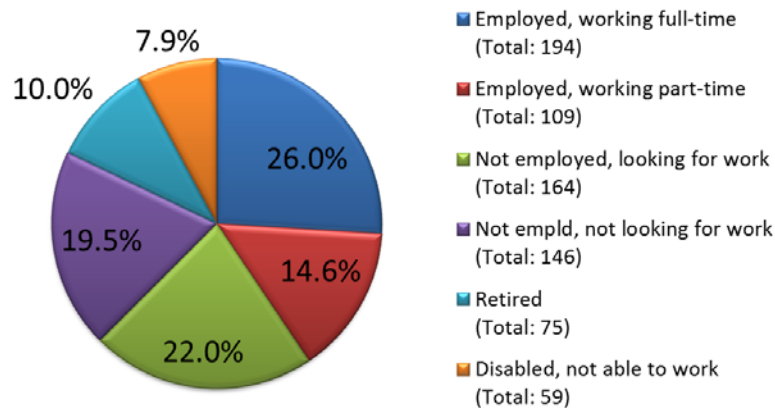
Which race/ethnicity best describes you?



Do you have any children under 18?



Which of the following categories best describes your employment status?



Countywide Survey Results

Priorities: The first question survey participants were asked was to rate a list of issues for their community by level of importance to help determine what the community prioritizes in terms of resources. Choices available were rated on a score of 1 – 4, with 1 being “completely unimportant”, 2 being “unimportant”, 3 being “important” and 4 being “very important”. The graph below shows countywide results of that question.



Satisfaction: The second question survey participants were asked was to rate the same list of issues for their community by level of satisfaction to help determine what current gaps exist in terms of resources. Choices were available were rated on a score of 1 – 4, with 1 being “completely unsatisfied”, 2 being “unsatisfied”, 3 being “satisfied” and 4 being “very satisfied”. The graph below shows countywide results of that question.



Key Observations from Survey Results

In regards to survey respondents' priorities of services, no resources received an average score of less than 3, or "important". Similarly, when asked about current level of satisfaction of resources in their community, no resource received an average score higher than 3, or "satisfied". Still, there are slight differences in terms of both priorities and satisfaction levels when looking at the countywide results.

The top 10 highest rated resources on the priority scale included several related to increased access to healthcare, healthy food, affordable housing and improvements to community infrastructure. Safety at schools and help with drug use and gangs were also rated high in terms of importance. Several of these same resources were rated among the highest in terms of satisfaction levels – access to healthcare was the highest rated resource in regards to satisfaction, and resources related to healthy food options and school safety also ranked higher than other resources. Resources related to employment, including support for starting small businesses, ranked among the lowest in terms of satisfaction level.

Public Forums

Each RLA group was required to host at least one Public Forum to invite discussion about the needs of the community. These Public Forums were an opportunity to discuss community issues/problems and possible solutions. For the purpose of the CAP Needs Assessment, forums were structured so that they touched on each of the focus areas for the County's *Live Well San Diego* strategy – health, safety and thriving. Public Forums were open to anyone who was interested in attending, but low income residents in the designated region were targeted for invitation to participate.

To plan for their Public Forums, RLA groups identified central locations in their targeted region that were accessible to participants. They prepared flyers to distribute through the region and worked with partners to help distribute the flyers to low income residents in the community, advertising on community bulletin boards, social networking sites and other distribution mechanisms. Each RLA ensured that forum participants signed in and that RLA graduates were prepared to help facilitate the discussion and record the feedback from forum participants.

Facilitators posed the following questions to help prompt dialogue among the Public Forum participants:

- Health
 - What does a healthy community include?
 - What are the major health issues you see in your community?
 - How can your community be improved to increase the health of its residents?
- Safety
 - What does the community need to be safe?
 - What are the major safety issues you see in your community?
 - How can your community be improved to increase the safety of its residents?
- Thriving
 - What does an individual/family need to be self-sufficient and enjoy a good quality of life (thrive)?
 - What are the major issues preventing people from thriving in your community?
 - How can your community be improved to increase the quality of life for its residents?

CAP San Diego staff reviewed and analyzed the notes from the Public Forums provided by the RLA groups to identify common themes. The findings at the countywide level are provided below – individual records of the Regional Public Forms are included in Appendix A to this document.

Common Themes from Public Forums

<i>Live Well San Diego</i> Components	Issues	Strategies
Health	<ul style="list-style-type: none"> Limited access to affordable, healthy food options Lack of opportunities for physical activity/exercise Prevalence of liquor stores & smoke shops 	<ul style="list-style-type: none"> Increase/promote farmers markets and community gardens Increase/encourage fitness opportunities, including walking Multilingual health resources
Safety	<ul style="list-style-type: none"> Poor outdoor lighting Pedestrian and bicycle safety issues (sidewalks, signal lights, signage) Gang Activity 	<ul style="list-style-type: none"> Creating culture of engagement Improved infrastructure Pedestrian/bicyclist safety programs Community leadership programs
Thriving	<ul style="list-style-type: none"> Lack of jobs Lack of community pride/cohesion Language barriers Transportation barriers Limited education levels 	<ul style="list-style-type: none"> Increased community engagement Offering quality youth programs Increased education opportunities Family strengthening programs

Key Informant Interviews

Each RLA group conducted three Key Informant Interviews with the goal of collecting information from people who have first-hand knowledge about a particular issue in the community. These community experts, with their particular experience and understanding, provided insight on the nature of problems and gave recommendations for solutions. For the purpose of the Community Needs Assessment, CAP San Diego required each RLA to identify an educator, a community service provider and an employer in their community to interview. Standard questions were provided for use in the interviews to allow for comparison across regions – Countywide themes from the Key Informant Interviews are provided below and a more detailed record for each interview by RLA group is included in Appendix A to this document.

Themes from Key Informant Interviews

Sector	Feedback
Employers	<ul style="list-style-type: none"> • Entry level jobs with community businesses require basic education skills (math, reading) • Larger employers with job growth potential require a minimum of a High School Diploma or GED • Internal training programs exist to help entry level employees move up, but they have to have the basic skills to start with • Soft skills (communication, customer service, time management) are key for all employers and can be tough to come by • Trade training programs (metal and wood work) have disappeared from high schools but are still valuable to prepare future employees • There is power in entrepreneurial skills – need to support small businesses and community entrepreneurs to create their own jobs and hire locally
Educators	<ul style="list-style-type: none"> • Getting parents involved in their children’s education is critical – need to help remove barriers to their involvement: <ul style="list-style-type: none"> ○ Offer programs to children and parents at the school or in their home to help remove transportation barriers ○ Offer translation services to parents to help them communicate with children’s teachers and support opportunities like ESL at the libraries and schools to help them improve their language skills • Children who aren’t having their basic needs met have a very hard time succeeding at school – community based organizations need to partner with the schools to reach parents that are struggling • Kids need after-school opportunities to help keep them engaged and off the streets • Community needs to embrace the culture of education – demonstrate community value of education
Service Providers	<ul style="list-style-type: none"> • Community empowerment is important – residents need to feel their voice are heard • There is a need to teach the community about poverty so that they can become invested in finding solutions • Need to look upstream at services – many are available only at time of crisis • Homelessness is a year round problem but many programs are seasonal • There are concerns about safety that prevent residents from fully engaging in their communities • There is a need for culturally appropriate services, particularly for refugees • Small organizations and businesses need support to grow

Top Community Needs

Utilizing the table provided by the State’s Community Services and Development (CSD) Department, CAP San Diego has listed the top needs identified during the Community Needs Assessment. Those needs with a “Yes” listed under Agency Priority will be met as part CAP San Diego efforts – if a need is not considered an Agency Priority, an explanation of why it is not is provided in the section following the table. Any needs met through coordinated efforts reflect partner organizations and/or coalitions that will be engaged by CAP San Diego to respond to that particular need. Corresponding CSBG National Performance Indicators (NPIs) are included as reference.

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	NPI(s)
Community Engagement	Y	<ul style="list-style-type: none"> Resident Leadership Academy (RLA), a program to train local leaders to identify the needs of their communities, develop plans for improvement and advocate for changes with local government and other stakeholders. The Exchange, a conflict management/collaborative communication training to improve the ability of community members to work together to achieve positive outcomes at home, work and in the community. CX3, a program to engage local leaders to identify policy, systems and environmental changes that can improve the health of their community. 	<ul style="list-style-type: none"> CAP will continue to coordinate RLA efforts with our local Public Health Department, as well as other County of San Diego departments, local governments and community based organizations interested in training residents. The Exchange is a program offered through CAP’s contractor for Alternative Dispute Resolution, National Conflict Resolution Center. Efforts will be coordinated with 	NPI 3.2: Community Empowerment Through Maximum Feasible Participation

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	NPI(s)
			<p>NCRC and other community based organizations, including schools, to offer the curriculum to traditionally underserved groups.</p> <ul style="list-style-type: none"> • CX3 is a coordinated effort with the Public Health Department and Regional HHSA staff who works with residents to engage in health improvement activities. 	
Access to healthy food options	Y	<ul style="list-style-type: none"> • Resident Leadership Academy (see above) • CX3 (see above) • NEOP Nutrition Education, a program to provide direct and indirect nutrition education to CalFresh-eligible individuals. 	<ul style="list-style-type: none"> • CAP works closely with Public Health Services and other Regional HHSA staff on all activities related to improving healthy food access. 	NPI 2.2: Quality of Life and Assets
Employment	Y	<ul style="list-style-type: none"> • CAP's Family Self-Sufficiency Program provides employment case management and supports to obtain, maintain and improve employment. • Refugee Employment Services, which provide supportive employment programming for newly arrived refugees (in the U.S. less than 60 months) 	<ul style="list-style-type: none"> • CAP will continue to explore ways to have our FSS providers coordinate employment services with the local Workforce Investment Board, to 	<p>NPI 1.1: Employment NPI 1.2: Employment Supports NPI 2.1: Community Improvement and Revitalization</p>

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	NPI(s)
		<ul style="list-style-type: none"> • Vocational English as a Second Language, a program that provides contextualized ESL to newly arrived refugees so that they can get a job as soon as possible. • Work Readiness Exchange, a version of the Exchange Program (see above) focused on collaborative communication skills for improving outcomes at work. • Project MOST, a pilot to offer training and technical assistance to small, minority owned businesses in the mid-city/southeast region of San Diego, to help them develop additional job opportunities in the community and expand the capacity for small non-profits to serve the high-risk/high-need populations. 	<p>ensure changes related to the new Workforce Investment Act are considered in delivering FSS services.</p> <ul style="list-style-type: none"> • CAP will continue to coordinate with our local CalWORKs Section regarding services provided through FSS, as well as all services provided through Refugee Employment Services. • CAP will continue to coordinate with local refugee resettlement agencies regarding the delivery of Refugee Employment Services. 	
Education	N*			
Transportation	Y	<ul style="list-style-type: none"> • Resident Leadership Academy (see above) • Family Self-Sufficiency Program Employment Supports, which include help with transportation costs. 	<ul style="list-style-type: none"> • CAP will coordinate RLA activities with the Public Health Department, Regional HHSA staff and other County of 	<p>NPI 3.2: Community Empowerment Through Maximum Feasible Participation</p> <p>NPI 1.2: Employment Supports</p>

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	NPI(s)
		<ul style="list-style-type: none"> Keep Em' Safe, a child passenger safety program to provide education, training and equipment for child safety seats to low-income families to improve the health and safety outcomes of children riding in cars. Walk N' Roll San Diego, a bicycle and pedestrian safety program to provide training and technical assistance to resident leaders interested in participating in local planning efforts to improve infrastructure so more people can walk and ride their bicycles safely. 	<p>San Diego Departments, as well as other government and community based organizations.</p> <ul style="list-style-type: none"> CAP will procure a new contract for Keep Em' Safe FFY 2016 and will coordinate with the new partner for service delivery throughout the region. CAP will procure a contract for Walk N' Roll San Diego and will coordinate with new provider to ensure that they coordinate with partners throughout the City of San Diego on the Vision Zero Effort to eliminate traffic fatalities. 	
Infrastructure Improvements	Y	<ul style="list-style-type: none"> Resident Leadership Academy (see above) CX3 (see above) Walk N' Roll San Diego (see above) 	<ul style="list-style-type: none"> CAP will coordinate RLA activities with the Public Health Department, Regional HHSA staff 	<p>NPI 2.1: Community Improvement and Revitalization</p> <p>NPI 2.2: Community Quality of Life and Assets</p>

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	NPI(s)
			<p>and other County of San Diego Departments, as well as other government and community based organizations.</p> <ul style="list-style-type: none"> • CAP will procure a contract for Walk N' Roll San Diego and will coordinate with new provider to ensure that they coordinate with partners throughout the City of San Diego on the Vision Zero Effort to eliminate traffic fatalities 	NPI 3.2: Community Empowerment Through Maximum Feasible Participation
Youth Programs	Y	<ul style="list-style-type: none"> • School Self-Sufficiency Program, a school-based program to work with high risk kids in elementary school through high school to reduce risky behavior and improve education outcomes. 	<ul style="list-style-type: none"> • CAP will continue to coordinate with the O'Farrell Charter School, which is the host site for the School Self-Sufficiency Program, as well as our contractor Social Advocates for Youth (SAY), San Diego. 	NPI 6.3: Child and Family Development
Housing	Y	<ul style="list-style-type: none"> • Family Self-Sufficiency Program, which operates the seasonal hotel/motel 	<ul style="list-style-type: none"> • CAP will continue to coordinate its 	NPI 6.2: Emergency Assistance

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	NPI(s)
		<p>voucher program to provide bridge housing to homeless families waiting for permanent housing that are inappropriate for traditional shelters.</p> <ul style="list-style-type: none"> • CalWORKs Housing Support Program, a Rapid Re-Housing Program funded through CDSS's CalWORKs Program, to move homeless CalWORKs families into permanent housing. • Interfaith Shelter Network, a rotational shelter operated through a network of faith based organizations to provide temporary shelter to homeless individuals and families. 	<p>hotel/motel voucher bridge housing program with the County's Housing and Community Development Department and the City of San Diego's Housing Commission, and will work with local 25 Cities Initiatives in the City of San Diego and the City of Escondido to see how to best coordinate services within the continuum.</p> <ul style="list-style-type: none"> • CAP will coordinate services with the local CalWORKs Program section for the CalWORKs Housing Support Program, as well as the Regional Taskforce on the Homeless. 	NPI 1.2: Employment Supports
Gang Activity	Y	<ul style="list-style-type: none"> • Peace Makers, a pilot project to provide resource staff to work with the 	<ul style="list-style-type: none"> • CAP will procure services for Peace 	NPI 2.2: Community Quality of Life and Assets

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	NPI(s)
		community to broker peace before and after incidents of violence.	Makers and ensure that the contractor coordinates with the City of San Diego, the San Diego Police Department, Probation and the District Attorney.	

* *Explanation of unmet need:* Education was highlighted as an important resource for both youth and adults during the Community Needs Assessment process. Research shows the importance of education in breaking the cycle of poverty. CAP San Diego does not offer any direct education programs, but will continue to work with local school districts, including the Community College Districts, to ensure local income communities are aware of existing education resources. CAP San Diego will also look for additional opportunities to provide supplemental programs to the local education system, like making The Exchange available and bringing programs like Walk and Roll San Diego to local schools.

Documentation of Public Hearing(s)

As described in the Community Needs Assessment section of this plan, CAP San Diego conducted a robust public hearing process to inform the completion of its Community Action Plan for 2016-17. Starting with identification and review of key community data related to the conditions of poverty in San Diego County, CAP San Diego then engaged local community members to be trained in the Resident Leadership Academy (RLA) curriculum and then conduct regional needs assessments. Standardized tools were provided to each RLA group to ensure consistent methods of data collection so that regional results could be compiled and compared.

RLA Needs Assessment Toolkits included:

- Surveys to measure respondents' priorities regarding resources available in low-income communities and satisfaction level with current resources available. Surveys were provided electronically in Survey Monkey as well as in hard copy. All responses were entered into Survey Monkey to allow for roll-up and analysis. Surveys translated to Spanish were provided as needed.
 - 756 surveys were completed through the Community Needs Assessment Process.
- Public Forum guidelines, including explanation of the goal of Public Forums and steps to planning and conducting one. Additionally, each RLA was provided a standard framework for the Public Forum Discussions, organized by the *Live Well San Diego* focus areas of Health, Safety and Thriving. Each RLA group facilitated the discussion at their respective Public Forum, took notes regarding participant input and then provided a write up as to the issues and solutions that their session came up with.
 - 292 individuals participated in 6 Public Forums held throughout the CAP San Diego service region.
- Key Informant Interview templates were also provided to each RLA, including best practices for conducting interviews. Each RLA group conducted three key informant interviews.
 - 18 Key Informant Interviews were completed as a part of the Community Needs Assessment process.

Each RLA group leveraged the RLA participants, as well as the host organization and community partners to solicit input into the survey. Key Informant Interviews were arranged by the RLA graduates with support from their host organizations and included recognized community leaders from various backgrounds and organizations providing input from the perspective of service providers, educators and employers. Finally, Public Forums were conducted in each region with advertising conducted through distribution of flyers through email distribution, community sharing and social networking. Copies of Public Forum flyers are included as Appendix B to this document – complete record of public hearing testimony (survey responses, Public Forum summaries and Key Informant Interview records) are included as Appendix A to this document.

Federal Assurances

Public Law 105-285 establishes programmatic assurances for the State and eligible entities as a condition of receiving CSBG funds. Provide a detailed narrative describing the activities your agency will conduct that will enable low-income families and individuals to achieve the programmatic purposes listed below. **(Federal Assurances can be found on Public Law pages 2736-2739)**

1. Programmatic Purposes

(A) to support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farm workers 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, (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);

CAP San Diego provides Family Self-Sufficiency Services (FSS) through contracts with community-based organizations (CBOs). The FSS program is designed to resolve families' most immediate needs (such as food and shelter) and then help them identify opportunities to increase their income, including through employment, with the long-term goal of self-sufficiency. CAP San Diego's FSS contractors also provide nutrition education to families who receive or are potentially eligible to receive CalFresh benefits (also known as SNAP at the federal level). Nutrition education provides families with information and tools to purchase and prepare healthier, less expensive food and to increase the physical activity of their family. The nutrition education program directly impacts self-sufficiency by supporting families' healthy choices, which have been proven to reduce chronic disease and increase productivity, both which are important for stable employment.

At the community level, CAP San Diego has been building the foundation for self-sufficiency through Resident Leadership Academies (RLAs), a program which includes development of leadership skills and tools to identify community issues that negatively impact resident health, safety and well-being (including self-sufficiency). RLA participants develop Community Improvement Plans (CIPs), which include strategies to engage local government and other stakeholders in solutions. RLA graduates demonstrate increased confidence, communication skills and general leadership, all desirable characteristics of potential employees. CAP San Diego is also working with its Public Health Department on ways to strengthen the local food system through the promotion of urban agricultural microenterprises, specifically for refugees. The benefit of promoting these microenterprise opportunities is two-fold: 1) they offer additional income for low-income families striving for self-sufficiency and 2) they expand healthy food options in low-income neighborhoods, making it easier for families to make healthy choices regarding their families' health.

(ii) secure and retain meaningful employment;

FSS provides employment services, which includes assessment for employability, development of individual employment plans, job search workshops, job development and work support. Contractors are required to work with the local Workforce Investment Act funded One-Stop Career Centers and the County's CalWORKs Welfare-To-Work (WTW) service providers. In addition, contracted FSS providers are able to partner with other local employment agencies and programs, including leveraging their own employment service programs. For example, one operates a Financial Opportunity Center funded through the Local Initiatives Support Corporation (LISC) to provide services to employment ready individuals with supportive services for three years; another has an internal employment services program serving CSBG and other main stream low-income families and Veterans.

CAP San Diego will continue to explore ways to support the employment of low-income individuals and families in San Diego, including how to ensure its programs are complementary to those offered through One-Stop Career Centers and the WTW Program.

(iii) attain an adequate education, with particular attention toward improving literacy skills of low-income families in the communities involved, which may include carrying out family literacy initiatives;

CAP San Diego supports the attainment of education, including family literacy, through direct services that support families working towards increasing their education. Starting with youth, CAP San Diego supports the attainment of adequate education through its School-Based Self-Sufficiency Services at O'Farrell Community School, a charter middle school which is located in a low-income, high crime area in the City of San Diego. Working in partnership with the school, students and their families have access to a continuum of social services to support academic success, including resources to help the students avoid risky behaviors that may lead to delinquency.

At the adult level, FSS case managers conduct a comprehensive assessment to identify the families' barriers to self-sufficiency. Participants who are unable to read and write are required to be referred to programs that offer literacy tutoring. For families assessed with needing additional education, assistance is provided to enroll them in GED, English as a Second Language, or vocational training as appropriate.

Recognizing the importance of basic adult education skills in becoming self-sufficient, CAP San Diego will continue to identify opportunities to improve the literacy of low-income families in the region.

(iv) make better use of available income;

FSS families are offered financial literacy education to increase their level of knowledge as it relates to saving accounts, budgeting, and maximizing income. Families identify their financial needs as part of developing their individual self-sufficiency plans. Financial literacy is also offered during the annual EITC Tax campaigns in which families are screened for and referred to financial literacy training offered by FSS providers and other community partners. The training is geared towards how to best use money received through EITC tax refunds as well as the importance of day-to-day budgeting.

CAP San Diego will continue to work through its FSS providers and EITC partners to educate individuals and families regarding the best use of income to achieve the goal of self-sufficiency.

(v) obtain and maintain adequate housing and a suitable living environment;

Recognizing the importance of stable housing for families seeking self-sufficiency, CAP San Diego provides housing assistance as an employment support through the FSS program. Participants can be provided with housing assistance of up to \$1,200 to help stabilize their living situation so that they can enter or maintain employment. CAP San Diego also has a long-term partnership with the two Regional Housing authorities (The County of San Diego's Housing and Community Development and the City of San Diego's Housing Commission). Both agencies help fund CAP San Diego's Hotel Voucher program, which provides bridge housing to homeless families, disabled individuals and women with at-risk pregnancies as they wait for permanent housing.

CAP San Diego partners with the County's CalWORKs program to administer a CalWORKs Housing Support Program, which is based on the Rapid Rehousing model, to serve homeless CalWORKs families. San Diego County was awarded funding for a CalWORKs Housing Support demonstration project, which was implemented in January 2015 using CAP San Diego's FSS contract in the Central Region of San Diego. Services for these families include intensive case management, financial support and housing navigation. CAP San Diego is working with the Regional Task Force on the Homeless in San Diego County to use their Homeless Management Information system to collect data for evaluation of the CalWORKs Housing Support Program outcomes.

(vi) obtain emergency assistance through loans, grants or other means to meet immediate and urgent family and individual needs;

Direct emergency assistance is offered through CAP San Diego's FSS program in the form of emergency food distribution and emergency housing resources.

- Participating FSS families may be provided a maximum of four (4) food packets per year based on their need. FSS providers leverage funding and community partnerships to distribute resources from food pantries operated by churches and community based organizations, as well as surplus food from grocery stores.

- Emergency shelter is available for homeless families and individuals and those at-risk for becoming homeless through referrals to shelters and/or transitional housing programs. To support the referral process, FSS providers offer bridge housing in the form of hotel vouchers to provide housing options if there is a period of time before the client can be placed in more stable housing.

As part of helping stabilize families in crisis, the FSS program also facilitates access to public benefits such as CalWORKs, CalFresh and Medi-Cal. Services include initial screening for benefits, referrals and/or assistance in completing online applications, including assistance through all phases of the application process.

CAP San Diego offers additional emergency housing services outside of its FSS program through a partnership with the City of San Diego to fund a Rotational Shelter program that is operated by the local Interfaith Shelter Network (ISN). ISN uses local faith based organizations, including churches, to provide emergency shelter, food and employment case management to families in need. In addition, CAP takes an active role in strengthening the emergency services network by working closely with the Health and Human Services Agency's Homeless Coordinator and local shelters county-wide.

(vii) achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots 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 widespread replication; and;

Resident Leadership Academies (RLAs) provide local leaders in low-income neighborhoods with training and tools to take action in their neighborhoods to increase healthy behavior, improve safety, and create vital neighborhoods. RLAs were piloted by the County of San Diego in FY 2011-12 as a Public Health intervention funded through American Recovery and Reinvestment Act (ARRA) administered through the Centers for Disease Control (CDC). Working with a local health organization, Community Health Improvement Partners (CHIP), the County developed a RLA curriculum that includes 10 training sessions (2-3 hours a day) and covers topics such as community building principles, healthy food systems and land use planning and implementing community improvement projects. Upon completion of the RLA curriculum, participants initiate priority projects to improve the conditions in their community using the skills and tools acquired through the training.

Using this same model, CAP San Diego ventured out and applied for a CSBG Innovation grant to help increase capacity by implementing a facilitator training that would train community based organizations to provide the training in low-income communities. Host CBOs identified leaders in low-income communities, trained them in the RLA curriculum and then worked with them to identify and launch Community Improvement Projects to address specific issues they identified as barriers to health, safety and well-being. RLA graduates have gone on to engage in local advocacy efforts, work with local

government (including law enforcement) on their community improvement efforts and in a few instances have been elected to represent their community on local planning groups.

Recognizing the power of the RLA model, CAP San Diego leveraged it to conduct a Community Needs Assessment to help guide its 2016-17 Community Action Plan. During the period of August through December of 2014, 216 leaders in low-income communities graduated from RLA training and went on to conduct 6 Public Forums, 756 community surveys and 18 key informant interviews to solicit feedback from the residents regarding their needs and priorities for services.

The RLA model was presented as a best practice model in August 2014 at the CAP National Conference in Washington D.C. CAP San Diego will continue to seek opportunities to grow the local capacity to host RLAs as well as opportunities to support existing RLAs and RLA graduates to continue to gain skills and knowledge to engage in civic activities that improve the health, safety and well-being of their neighborhoods.

(II) strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;

The Resident Leadership Academy (RLA) curriculum includes examples of working with local law enforcement agencies and developing community watch groups as strategies for improving safety. RLA graduates understand the importance of building those relationships to impact outcomes related to safety – groups from across the region have identified safety issues as a primary concern for their communities and have reached out to local law enforcement officials to help them with their improvement projects. For example, a CAP San Diego funded RLA in the Central Region of San Diego established partnerships with the Mid-City Police Division's Juvenile Services Team and the Commission on Gang Prevention and Intervention as part of their project to address youth involvement in gangs. As a result, the youth RLA graduates were invited to present before Assistant Chief Jones of the San Diego Police Department.

CAP San Diego will continue to look for additional opportunities to strengthen and improve relationships with local law enforcement, including exploring a pilot demonstration project called "Peace Makers", which establishes community resources staff that work at the grassroots level to create champions for peace in neighborhoods experiencing high levels of violence. The community resource staff are residents themselves who will partner with local law enforcement to prevent initial and retaliatory acts of violence.

2. Youth

(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

CAP San Diego provides youth development opportunities through its School- Based Self-Sufficiency Services, which are provided to students and their parents through a partnership with O’Farrell Charter School. O’Farrell is located in Southeast San Diego, a historically low-income community with high levels of violence. The school has classes from K-through 11 (plans are in place to add grade 12 in 2016). The program is designed to assist the students achieve academic success, with services closely coordinated with school staff to best meet the needs of the children and their family. Interventions are designed to help students resolve problems that interfere with academic achievement and include gang intervention, positive parenting, conflict resolution, drug abuse prevention and mentoring for children of incarcerated parents. In addition to services for the students and their families, the program brings in the community by providing a venue for collaborative group meetings to identify solutions to help children from engaging in risky behavior.

In addition to the School-Based Self-Sufficiency Program, CAP San Diego also works with the National Conflict Resolution Center (NCRC) to offer The Exchange, a conflict management/collaborative communication training, to vulnerable populations throughout the region. One of the targeted populations is at-risk youth. Through Exchange training, youth develop important life skills that allow them to better communicate at home, in school and with potential employers. The Exchange also provides tools so that they can mediate conflicts peacefully.

CAP San Diego will continue to look for ways to maximize the School-Based Self-Sufficiency Services model and The Exchange to promote violence-free zones involving youth development and intervention programs.

(ii) after-school childcare programs

While CAP San Diego does administer after-school childcare programs, the FSS program recognizes the importance of childcare services to low-income families working towards self-sufficiency and offers child care as one of the employment support services to FSS participants.

3. Coordination

(C)To make more effective use of, and to coordinate with, other programs (including State welfare reform efforts)

CAP San Diego is committed to coordination of its services with internal and external partners in an effort to maximize the resources available help empower low-income individuals, families and communities. Coordination of CAP San Diego's services is facilitated through a number of mechanisms, including:

- The *Live Well San Diego* initiative and its network of stakeholders – cities and governments, healthcare, technology, schools, community based organizations and the faith community – committed to achieving the vision of a healthy, safe and thriving region;
- The County of San Diego's General Management System (GMS), which provides a comprehensive planning process, including strategic alignment and functional threading, between all of the County's business groups, including the Health and Human Services Agency (HHSA) where CAP San Diego resides;
- The Integrated HHSA Executive Team, which CAP San Diego's Executive Director (who is also the Director of Strategy and Innovation for HHSA) sits on along with all of the other Agency Executives, including the Director of Eligibility Operations, the Public Health Officer, the Director of Child Welfare Services, and the Director of Behavioral Health Services to name a few;
- The Community Action Board (CAB), which consists of representatives from three community sectors (the Economically Disadvantaged Community, the Private Sector and the Public Sector representing the Board of Supervisors) and meets monthly to discuss issues related to economically disadvantaged communities and the best use of CAP San Diego's resources to meet the needs of those communities; and,
- The various collaboratives and coalitions that CAP San Diego participates in, including the San Diego Refugee Forum, the EITC Coalition, the Southeast Collaborative, the El Cajon Collaborative, the Resident Leadership Academy Council and others.

CAP San Diego will continue to identify ways to coordinate services to support the vision and mission of *Live Well San Diego* and Community Action Partnership through the mechanisms described above and other opportunities that develop.

4. Emergency Food and Nutrition

Describe how your agency will provide emergency supplies and services, nutritious foods, and related services to counteract conditions of starvation and malnutrition among low-income individuals.

Emergency food and nutrition services are available to participating FSS families a maximum of four (4) times per year based on their need. FSS providers leverage funding and community partnerships to distribute resources from food pantries operated by churches and community based organizations, as

well as surplus food from grocery stores. The FSS program also facilitates access to public benefits, including CalFresh, to potentially eligible families as a resource to help support good nutrition. Application services include screening for benefits, completion of online applications and assistance through all phases of the application process. FSS Providers and their partners also provide nutrition education services to CalFresh eligible families to offer tools and tips to purchasing and preparing healthy food on a budget.

CAP San Diego works with Public Health Services and other local agencies to address the issues of limited access to healthy foods in low-income communities by addressing policy, systems and environmental changes. These changes are initiated through programs such as:

- CX3 (Communities of Excellence), which train residents to work on environmental and policy changes in their neighborhoods that improve health, such as converting liquor stores to neighborhood markets and implementing school-based wellness programs;

CAP San Diego will continue to identify ways to help alleviate the conditions of starvation and malnutrition in low-income communities through both emergency food services and community level strategies to improve access to healthy foods in low-income neighborhoods.

5. Employment and Training

Describe how your agency will coordinate with, and establish linkages between, governmental and other social services programs to assure the effective delivery of services and avoid duplication; and describe coordination of employment and training activities under the Workforce Investment Act of 1998.

CAP San Diego offers employment services, including an array of employment supports, through its FSS Program. Contracted agencies are required to work closely with local employment services providers such as the San Diego Workforce Partnership, One-Stop Career Centers, the WTW contractors, employment agencies such as ManPower, and other for-profit organizations whose mission is to provide employment related activities. Some contractors have established partnerships by subcontracting with local employment service organizations to provide employment training and placement opportunities to FSS participants.

CAP San Diego works closely with the local CalWORKs Program, which oversees employment services delivered through WTW, to coordinate its employment and training services offered through FSS. In addition, CAP San Diego delivers some of its Refugee Employment Services programs through the CalWORKs WTW contracts. As such, staff from CAP San Diego meets regularly with CalWORKs staff to discuss and coordinate these employment and training programs, including coordination of funding to ensure that employment services are maximized in the region. CAP San Diego will continue to work closely with CalWORKs to help coordinate services that support employment and self-sufficiency to low-income families in the region.

As additional funding for employment and training programs becomes available through the Workforce Investment Act (WIA), CAP San Diego will be reaching out to WIA funded agencies to ensure that

services are complementary and not duplicative and that linkages between FSS providers and other CAP San Diego programs continue to strengthen.

6. Low-Income Home Energy Assistance

Describe how your agency will ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that the emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in the community.

Through its FSS Contracts, CAP San Diego leverages a private resource with the local San Diego Gas and Electric's (SDG&E) Care Program. The Care Program extends discounts to income eligible SDG&E customers. FSS contractors have a memorandum of agreement with SDG&E to allow their case managers to assist participants with on-line applications.

7. Faith-Based Organizations, Charitable Groups, and Community Organization Partnerships

Describe how your agency 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.

CAP San Diego is committed to collective impact through partnerships to provide effective programs that positively impact the lives of individuals and families living in San Diego's low-income communities. As described above in "Coordination", CAP San Diego has a number of mechanisms that support partnering for positive outcomes, including:

- The *Live Well San Diego* strategy and its network of stakeholders – cities and governments, healthcare, technology, schools, community based organizations and the faith community – committed to achieving a healthy, safe and thriving region;
- The County of San Diego's General Management System (GMS), which provides a comprehensive planning process, including strategic alignment and functional threading, between all of the County's business groups, including the Health and Human Services Agency (HHSA) where CAP San Diego resides;
- The Integrated HHSA Executive Team, which CAP San Diego's Executive Director (who is also the Director of Strategy and Innovation for HHSA) sits on along with all of the other Agency Executives, including the Director of Eligibility Operations, the Public Health Officer, the Director of Child Welfare Services, and the Director of Behavioral Health Services to name a few;
- The Community Action Board (CAB), which consists of representatives from three community sectors (the Economically Disadvantaged Community, the Private Sector and the Public Sector representing the Board of Supervisors) and meets monthly to discuss issues related to economically disadvantaged communities and the best use of CAP San Diego's resources to meet the needs of those communities; and,
- The various collaboratives and coalitions that CAP San Diego participates in, including the San

Diego Refugee Forum, the EITC Coalition, the Southeast Collaborative, the El Cajon Collaborative, the Resident Leadership Academy Council and others.

CAP San Diego administers all of its programs through contracts with local community based organizations – in doing so; CAP San Diego is able to deliver its services through organizations that leverage additional programs and funding to serve low-income individuals and families. In some instances, CAP San Diego's prime contractor opt to subcontract program delivery to smaller community based organizations, which provides the additional benefit of helping to develop these organizations so that they can one day have the experience to be more competitive when applying for resources, including government contracts.

CAP San Diego will continue to identify opportunities to partner with other organizations that serve low-income communities to ensure that programs are complementary, that knowledge is shared for mutual growth and that resources are leveraged to the fullest extent possible.

8. Establishment of Procedures for Adequate Board Representation

Describe your agency's procedures for establishing adequate board representation 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 the board (or other mechanism).

The Community Action Board (CAB) of the County of San Diego is a tripartite body in compliance with federal statute and the California Government Code governing community action agencies. CAB's three sectors include:

- The economically disadvantaged community, represented by residents in designated CAP San Diego service areas;
- The private sector, represented by members of community organizations that have an interest in or an asset to CAB; and,
- The public sector, represented by appointees of the County of San Diego's Board of Supervisors.

Individuals seeking to represent the economically disadvantaged sector and organizations requesting representation in the private sector are considered for inclusion on the Board as long as there are no conflicts of interest. Persons seeking to represent the low-income population must demonstrate a close connection to that population and the ability to represent their interests. Individuals, groups or organizations can submit a letter to the Chairperson of the Community Action Board to petition for membership. The CAB Nominating Committee reviews these petitions and makes recommendations to the rest of the board as an action item – CAB nominations are submitted to the County Board of Supervisors for approval. When vacancies occur, the CAB's Nominating Committee uses the collaborative networks, community-based organizations, and the Health and Human Services Agency to recruit new members.

9. Participation in ROMA, or Alternative System for Measuring Performance

Does your agency participate in ROMA? Yes No **X**

Describe how your agency addresses ROMA or another performance measure system 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 a description of outcome measures to be used to measure eligible entity performance in promoting self-sufficiency, family stability, and community revitalization.

CAP San Diego follows the County of San Diego's General Management System (GMS), which is the business model for all County operations. The GMS was developed by adapting various private sector management models to a government environment. At the heart of the GMS are five overlapping components:

- Strategic Planning
- Operational Planning
- Monitoring and Control
- Functional Threading
- Motivation, Rewards and Recognition

The GMS outlines the County's strategic intent (strategic planning), prioritizes its goals and use of resources (operational planning), describes how it monitors progress on performance (monitoring and control), ensures collaboration (functional threading) and recognizes achievements (motivation, rewards and recognition) throughout the year. By communicating and adhering to this business model, the County of San Diego is able to maintain an organizational culture that values transparency, accountability, innovation and fiscal discipline which provides focused, meaningful public services.

In addition to the GMS, the County of San Diego has a Board Policy (A-119, Outcome Based Measures) for Health and Social Services Contracts which requires result-based measurement of performance. CAP San Diego has incorporated this policy in all service contracts and regularly reviews contractor performance towards achieving set goals and objectives as part of the contract monitoring process. Prior to any new procurement, CAP staff review and analyze results of previous efforts of similar programs to ensure that appropriate and measureable objectives are established as part of the new contract.

Finally, CAP has utilized the CSBG National Performance Indicators (NPIs) since their introduction by the State Department of Community Services and Development (CSD). The FSS program employs outcome based objectives which closely parallel the NPIs - contract payment methodology is pay-for-performance with pay points that mirror the outcome objectives.

CAP San Diego will continue to follow the operational discipline outlined in the GMS to ensure that it is regularly reviewing its strategic alignment to the County's Strategic Plan and the CSBG National Performance Indicators. Performance measures that support CAP San Diego's strategic direction will be

incorporated into all current and future procurements to ensure that resources, including CSBG, are moving programs in the right direction. CAP San Diego will continue to monitor performance and make course corrections as necessary, working together with our internal and external partners to make sure that we are collaborating as appropriate to positively impact the lives of individuals and families living in low-income communities. Finally, CAP San Diego will recognize the success of its programs by sharing stories and best practices at the local, state and national level.

10. Cost and Accounting Standards

Describe how your agency ensures that cost and accounting standards of the Office of Management and Budget apply to a recipient of the funds.

The County of San Diego adheres to the highest standards of fiscal accountability and fully complies with the standards of the Office of Management and Budget (OMB).

There are two levels of controls involved with managing funds: the administrative level; and the contracting level. At the administrative level, the County follows OMB requirements in management of funds and ensures that single audits are conducted in accordance with the Single Audit Act of 1984 which requires that a single audit be conducted for non-federal entities that expend \$500,000 or more a year in federal awards. Audits are conducted in compliance with the Government Auditing Standards issued by the Comptroller General of the United State and OMB Circular A-133.

The County's Auditor and Controller ensures that the financial transactions of all County departments are in conformance with generally accepted accounting principles and requirements prescribed by the State Controller and that they are adequate to record:

- All budgeted revenue and appropriations, together with additions or transfers thereto and expenditures or transfers there from;
- All amounts or unexpended appropriations which have been legally encumbered and the unencumbered, unexpended balances of such appropriations;
- All revenues accrued and liabilities incurred;
- All cash receipts and disbursements; and
- All transactions affecting the custody or disposition of County assets.

Health and Human Services Agency has an internal Agency Contract Support (ACS) division that conducts fiscal reviews of contractors and also reviews CAP's adherence to its own contract administration policies. Contractor reviews are performed in accordance with the contract terms and conditions and OMB A-122, cost principles. Contractors are required to demonstrate that they have systems in place to ensure that invoices submitted to the County are for allocable, reasonable and verifiable costs or outcomes specified in their contracts. The County verifies that funds paid to contractors for services provided under contracts are properly claimed and documented.

11. Service Delivery System

Provide a description of your agency's service delivery system, for services provided or coordinated with CSBG funds targeted to low-income individuals and families in communities within the State.

CAP San Diego's Service Delivery System offers programs that target individual, family and community needs associated with the issues of poverty.

At the family and individual level, the core strategy employed in the FSS program is to help families and individuals resolve barriers and achieve self-sufficiency using the family development model. This case management model emphasizes family strengths and is tailored to the family's unique circumstances. Families are viewed as service partners instead of clients. The model is further distinguished by the use of a three-tiered system which is derived from Results Oriented Management and Accountability (ROMA). CAP's decision to use the three-tiered system is based on feedback from community stakeholders, FSS providers, and community assessment results received during the pre-planning of the currently procured FSS services. Service history has demonstrated that FSS families tend to fall into three different categories. They are:

- *Tier1- In Crisis:* Families in this tier have basic or immediate needs that must be met to assure their safety. These are generally food and/or emergency shelter needs but may also include health care needs or emotional issues. FSS contractors will typically provide emergency food/shelter, child care assistance, transportation assistance and access to public benefits such as CalFresh and CalWORKs.
- *Tier II – At-Risk:* In this tier, families generally do not have immediate safety issues. They do, however, require assistance in finding permanent, long-term solutions to achieve self-sufficiency. Families will usually receive transitional shelter, rental assistance, employment assistance and supports, application assistance for public benefits and training in NEOP which is nutritional training to facilitate a healthy lifestyle.
- *Tier III – Stable and Living Well:* Here families are secure, generally have few barriers, are more self-reliant and demonstrate a commitment to achieve self-sufficiency. In this tier, families will typically receive the following services: job development and navigation; employment coaching; employment supports; and long-term permanent housing when available.

At the community level, CAP San Diego administers programs that seek community-level changes to improve the health, safety and well-being of low-income neighborhoods through greater civic engagement of low-income individuals and through policy, systems and environmental changes. Examples of these types of programs include:

- Resident Leadership Academy (RLA), which trains leaders to identify community needs, develop community improvement plans and work with local partners, including government, to make changes that improve the health, safety and well-being of their neighborhoods;
- CX3 (Communities of Excellence), which train leaders to identify health related issues in their neighborhood and work on policy, system or environmental improvements to improve the health outcomes of their communities; and,
- Leadership of the Earned Income Tax Credit (EITC) Coalition, which annually brings in millions

of dollars to the local community, improving the economic output.

Often, the participation of low-income residents in civic engagement has both individual/family and community level impacts – the individual participant gains greater knowledge, skills and experience that can benefit them in other parts of their lives and the community benefits from having broader participation in decision making. Because of the two-fold impact of these types of interventions, CAP San Diego will continue to look for opportunities to provide programming that develops leaders from low-income communities and supports their engagement in civic activities.

12. Linkages

Describe how linkages will be developed to fill identified gaps in services, through the provision of information, referrals, case management, and follow- up consultations.

At the community level, CAP San Diego reviews Community Needs Assessment data and identifies gaps in services and opportunities to establish linkages to close those gaps and/or enhance current programs. Linkages at the administrative level allow for better program development and administration. CAP San Diego ensures that all of its contracted service providers are aware of each other and able to work together or accept referrals to better serve their respective clients. For example, the Alternative Dispute Resolution (ADR) provider, who offers mediation services and conflict management training opportunities, is available for clients served through the FSS program.

At the client/family level, FSS providers offer case management services to program participants, which include information and referral to other services when necessary. FSS providers link to their own internal programs that can complement services available through the FSS program (for example, providers operating transitional shelters may be able to link those services to homeless FSS families) and to outside programs offered through partner organizations. FSS providers follow up with clients to determine if linkages were made and needs were met.

CAP San Diego will continue to establish linkages between internal and external partners to ensure low-income families are provided the services they need to move towards self-sufficiency. CAP San Diego will also continue to set the expectation that contracted providers establish linkages as well, so that clients are able to experience smooth referrals to additional services as needed.

13. Funds Coordination

Describe how CSBG funds will be coordinated with other public and private resources.

CAP San Diego identifies opportunities for additional funding to create new or enhance existing programs that serve the needs of low income individuals, families and communities. CAP San Diego identifies the needs of the communities that it serves and then works to identify the best source of revenue to meet the identified need(s). Examples of additional funding that has been coordinated under the umbrella of CAP San Diego to meet the needs of low-income communities includes:

- Refugee Employment Services Funding

- Alternative Dispute Resolution Trust Fund
- CalWORKs Housing Support Program Funding
- Nutrition Education and Obesity Prevention (NEOP) Funds
- Office of Traffic Safety Grants
- County of San Diego General Purpose Revenue
- Community Development Block Grant Funding
- CSBG Innovation Grants

In addition, in accordance with the principles of the County's General Management System (GMS), CAP San Diego participates in functional threading opportunities with other County and HHSA divisions. Functional threading includes coordination of funds to best meet the needs of the community.

CAP San Diego will continue to use the information collected as part of the Community Needs Assessment to guide its use of CSBG and other funding, including applying for additional funds to complement services offered to low-income communities.

14. Innovative Community and Neighborhood Initiatives (Including Fatherhood/Parental Responsibility)

Describe how your agency will use funds to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle which may include fatherhood and other initiatives with the goal of strengthening families and encouraging parental responsibility.

CAP San Diego has invested in innovative community and neighborhood initiatives that provide foundational communication and leadership skills to low-income individuals and families and support their participation in work, family and civic life. As described in previous sections, these initiatives include:

- Resident Leadership Academy
- CX3 (Communities of Excellence)
- The Exchange

CAP San Diego will continue to work to provide opportunities that present innovative programs to help address the needs of low-income communities, focusing on those that increase engagement of low-income individuals and families in civic life.

Based on the most recent Community Needs Assessment, CAP San Diego is preparing to initiate two demonstration projects targeting the specific needs of the neighborhoods of mid-city and southeast San Diego. These demonstration projects are:

- Project MOST, a training and technical assistance program for small minority owned businesses, which will prioritize assisting those organizations that offer health and social services in mid-city and/or southeast San Diego. The goals of Project MOST include increasing the availability of service providers that reflect the population in mid-city and southeast San Diego and can best meet the needs of the residents; and, strengthening small businesses so that they can sustain

and grow their businesses in these low-income neighborhoods, increasing employment opportunities for the residents.

- Peace Makers, a gang-intervention/prevention program that will offer community resource staff in the neighborhoods of mid-city and southeast San Diego to work with residents, local leaders and law enforcement agencies to prevent gang violence, including retaliation violence, by developing champions for peaceful resolutions to conflict.

If the demonstration projects are evaluated as being successful, CAP San Diego will look for opportunities to expand their services to other neighborhoods that present similar needs.

In regards to initiatives that specifically address fatherhood and parental responsibility, CAP San Diego will explore opportunities for two-generational programs that work with children and their parents to address current and future barriers to self-sufficiency.

State Assurances

California State Law establishes assurances for the State and eligible entities. Provide narrative descriptions of how your agency is meeting each assurance.

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

CAP San Diego is committed to sustaining programs and services that empower low-income communities and support low-income individuals and families achieve their highest level of self-sufficiency. CAP San Diego continuously identifies additional resources to leverage and expand services funded through CSBG. CAP San Diego also actively participates in local service networks, identifying public and private partnerships with shared goals so that efforts can work collectively in an effort to improve outcomes in the community. In addition, CAP San Diego looks for opportunities to help strengthen other social and health organizations serving the low-income communities, so that they are better able to provide services.

In the event of reduced federal funding, CAP San Diego will examine current and potential funding sources to identify opportunities to fill gaps in revenue and will work with the local network of service providers to identify other options for delivering important services to low-income communities.

[California Government Code § 12760](#): Community action agencies funded under this article shall coordinate their plans and activities with other eligible entities 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.

CAP San Diego ensures that any services provided to migrant and seasonal farmworkers and/or American Indians residing in off-reservation and reservation areas of San Diego are coordinated to avoid duplication of services.

[California Government Code §12768](#): Migrant and Seasonal Farmworker (MSFW) entities funded by the department shall coordinate their plans and activities with other eligible entities funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries. If you are not an MSFW, write “not applicable”.

Not applicable

Individual and Community Eligibility Requirements

Describe how your agency verifies participant income eligibility:

- ☒ Pay Stubs
- ☒ Social Security Award Letters
- ☒ Bank Statements
- ☒ Tax Statements
- ☒ Zero-income Statements
- ☒ Unemployment Insurance Letters
- ☒ Qualification for other need-based program, describe: *These verifications could include letters or notifications from public assistance programs such as CalWORKs, CalFresh, etc.*
- ☐ other, describe: N/A

Income eligibility for general/short term services: For services with limited in-take procedures (where individual income verification is not possible or practical), describe how your agency generally verifies income eligibility for services? An example of these services is emergency food assistance.

CAP San Diego’s FSS contracts include language that lists the types of income verification required for program participation. In cases where the documentation may not be available, service agencies are required to conduct due-diligence by using client self-declaration forms that are signed by program participants. CAP San Diego has the opportunity to verify that contracted agencies comply with these requirements through annual site visits, monthly invoice and monthly reports and through internal and external audits conducted on the FSS program as a contracted service for the County of San Diego.

Community-targeted services: For services that provide a community-wide benefit (e.g. development of community assets/facilities; building partnerships with other organizations), describe how your agency ensures the services target low-income communities?

CAP San Diego uses community data on poverty to direct community-targeted services, ensuring services are provided in communities that have high levels of poverty and associated needs for

resources. Contractors administering community service programs are required to document outreach activities and program participation through collection of items like sign-in sheets, surveys, flyers, and meeting minutes, which are reviewed by CAP San Diego staff as part of the regular contract monitoring process. Contractors report their activities associated with community-targeted services regularly as part of their programmatic reporting and monthly invoicing.

Monitoring and Evaluation

CSBG eligible entities are required to be actively involved in the evaluation of your community action programs. Provide a narrative description of the specific method(s) of evaluation, frequency, and monitoring conducted that ensures high standards of program and fiscal performance.

1. Describe your methods for evaluating programs and services.

CAP San Diego uses benchmarks to determine appropriate performance targets for its programs – when benchmarks are not available or appropriate, CAP San Diego conducts pilot projects to establish them. CAP San Diego then evaluates its programs and services through contractor performance monitoring which provides information on whether or not goals and objectives are being met. This process also allows CAP San Diego staff to identify problems, barriers, or systemic factors that service providers may be encountering in serving the target population. By monitoring contractors' performance monthly through desk audits and annual site visits, staff can determine if the program design is having the intended impacts on the low-income families served through Family Self-Sufficiency and other programs. In addition, through performance monitoring, CAP is able to quickly assess if changes are needed in strategic direction, goals, and/or objectives.

In some instances, CAP San Diego has worked with its Public Health Services team to conduct additional evaluation on nutrition education and policy, systems and environmental change efforts. PHS has experienced epidemiologists and evaluation staff that assists CAP San Diego on evaluating these programs using evidence based methods. For example, CAP San Diego instituted a pre-and post-test for nutrition education recipients to evaluate whether they were demonstrating changes in knowledge and behavior.

In the most recent offering of the Exchange Program, CAP San Diego worked with its contractor National Conflict Resolution Center (NCRC) to work with a third party evaluator to examine the impacts of the Exchange curriculum on the new populations that were being introduced to it. The evaluation report provided valuable feedback to both CAP San Diego and NCRC on the impact of the program.

2. Describe the frequency of evaluations conducted.

CAP uses the formal contracting process to conduct monthly and annual monitoring of contractor performance as a required contracting component for the County of San Diego, Health and Human Services Agency. In addition, as a matter of routine, CAP is constantly evaluating its programs through review of contractor performance.

3. Describe specific monitoring activities and how they are related to establishing and maintaining the integrity of the CSBG program.

CAP San Diego develops and follows a monitoring plan for all contracts to ensure compliance with contract provisions and integrity to the goals and outcomes related to CSBG and all other revenue sources through the following methods:

- Site Visits - Staff visit contractors and project sites regularly to evaluate contract compliance through observation, interviews, examination and verification of records. Site visits include entrance and exit conferences, and focus on compliance with the Performance Work Statement and the contractor's internal control systems and delivery processes. A minimum of one site visit per contract is conducted annually.
- Contractor Meetings – CAP San Diego schedules regular operational meetings with contractors to review/resolve issues.
- Desk Reviews – Reviews of Quarterly or Monthly Progress Reports are conducted to ensure completeness and accuracy of the report. Reports are reviewed upon receipt and outcomes are closely tracked to ensure desired results are achieved.
- Invoice Validation – As part of performance based contracting, the payment structure parallels the performance work statement. Payments are closely aligned with the outcomes. Therefore CAP San Diego's monitoring system includes invoice validation as part of the routine monitoring. Invoice validation activities include:
 - Review of pay points claimed and supporting documentation to ensure validity of claim;
 - Checking accuracy of calculations and validity of costs against the contract budget for cost reimbursement line items;
 - Ensuring delivery of services or deliverables upon which payment is predicated;
 - Resolving any identified discrepancies;
 - Approving the claim and forwarding it for payment; and
 - Periodic on-site validation of contractor expenses for approved line items and pay points claimed.
- Technical Assistance – Contract staff clarifies and interprets policies and procedures, and makes referrals to appropriate resources to help contractors improve systems.
- Corrective Action Notices (CAN) – When contractor performance fails to meet acceptable standards and technical assistance does not achieve the desired results, notices of non-compliance are issued to ensure contract compliance. Contractor failure to respond to a CAN that specifies what actions need to be taken to address the area of non-compliance may result in suspension of reimbursement.

Data Collection

The success of the CSBG Network relies heavily on the quality and relevance of data collected on individuals and families served. To comply with the requirements set forth by OCS with the [State and Federal Accountability Measures](#), provide a narrative description on your agency's data collection and

reporting process. Explain how your agency ensures accurate data is collected and reported on ALL agency activities, not just CSBG funded activities. Describe the system(s) your agency has in place to ensure accuracy, and review the data prior to submission to the State, and how the data is used, analyzed and acted on to improve agency programs and services.

Describe the data collection process.

CAP's reporting system ensures that data are collected to document the progress of program goals and objectives. In the case of CSBG funded programs, reports summarizing the data in the Programs Report (CSD 801) are prepared and submitted to CSD in accordance with contract requirements.

CAP uses the County of San Diego's Financial Reporting System to prepare the Expenditure/Activity Reports. These reports are also prepared and submitted to CSD in accordance with contract requirements.

CAP has instituted a comprehensive system to ensure accurate and timely data collection. The system is comprised of the following components:

- Designated staff with clearly defined reporting responsibilities;
- Data collection requirements detailed in contractor Statements of Work;
- Contract invoices with programmatic data reporting embedded along with financial claiming data;
- Report templates for FSS contractors that mirror the projections detailed in the CSD 801.
- A master grid that tracks all required reports and includes report periods, deadlines and other critical information.
- An automated tickler system to alert key individuals about approaching deadlines for completion of reports.
- Automated roll up of key data elements using linked spreadsheets.

Describe the data reporting process.

CAP San Diego is committed to accurate and timely data reporting to funders and key stakeholders, including the Community Action Board. The system is comprised of the following components:

- CAP San Diego contractors provide data at specified intervals based on contract and funding requirements;
- CAP San Diego contract analysts review data reported from contractors, identify any discrepancies, conduct initial analysis and provide data reports to Program Managers;
- Program Managers work with analysts to finalize data reports, present to Program Director for final review and submit to the State or other funder as required.
- Program Director shares data to the Community Action Board as part of the regular Director's Update and with other key stakeholders as necessary.

Describe how the data is used, analyzed and acted on to improve agency programs and services.

Data is used to support multiple activities, including:

- Program Design: CAP San Diego uses the quantitative and qualitative data collected as part of its Community Needs Assessments to identify where the greatest needs in the low-income communities exist, what the priorities of the low-income community are in terms of services, and what opportunities (partnerships , leveraging of best practices, etc.) are available when designing programs.
- Performance Monitoring: Contract analyst staff review program and financial data as a part of their monthly contract monitoring activities. As described in earlier sections, CAP San Diego ensures that all contracts are performance based in that they contain anticipated goals and objectives related to the program(s) they are operating. Analysts review both the performance data and the financial data associated with their contracts to make sure that contracts are performing to expectations and if not, that corrective action is initiated quickly.
- Reporting Progress: CAP San Diego uses data to report on the progress of its programs in serving low income individuals, families and communities.
- Evaluation: CAP San Diego monitors key performance measures associated with its programs to get a collective picture of how the services provided are supporting the goals of the County of San Diego, *Live Well San Diego*, and the CSBG National Performance Indicators. Data is used to make decisions on the next steps of programs.

2016-2017 CSBG/NPI CAP Projections

Contractor Name:	County of San Diego - Community Action Partnership		
Contact Person and Title:	Juana S. Duenas - Program Manager		
Phone Number:	(619) 338-2002	Ext. Number:	
E-mail Address:	juana.duenas@sdcounty.ca.gov	Fax Number:	

Goal 1: Low-income people become more self-sufficient.

NPI 1.1: Employment

Problem Statement: (If additional space is needed, please attach a separate sheet.)

In 2014, San Diego County's economy showed growth; however, low-income families continue to struggle to achieve livable wages given the particularly high cost of living in San Diego County. CSBG eligible families participating in CAP's Family Self-Sufficiency (FSS) program are among the most economically vulnerable in the region and often have many barriers hampering their ability to obtain employment during the first three months of receiving services. Of the families receiving FSS services who become employed or achieve employment upgrades within the first three to six months of FSS services, the jobs are usually less than 40 hours a week and earning minimum wage. Families who do not achieve employment while participating in the FSS program or take longer, face other challenges and barriers related to limited English proficiency, immigration issues, high cost of child care or limited child care resources, lack of affordable housing, adults timing out of CalWORKs, lack of transportation, limited skills/experience and education, substance abuse, cultural barriers and criminal convictions and some are faced with homelessness. Many families trying to enter the job market or upgrade their current job are competing for jobs with college graduates and higher skilled individuals, and consequently require more support and navigation assistance to be competitive. Preliminary data from the most recent Community Needs Assessments (October-November 2014) for the 2016-17 CAP Plan indicates that employment is an important issue for the community, but there is a need for training and other resources to ensure families can sustain their children by also ensuring good health, nutrition and better future opportunities for the children.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

For CY 2015, CAP San Diego will be taking a closer look at its current role in administering employment services to CSBG eligible families and will continue to evaluate the outcomes of providing longer and more intensive case management services with additional employment supports. Contracted FSS agencies have working relationships with the local Workforce Partnership Career Centers and Welfare-to-Work contracted organizations, which they will continue to strengthen in an effort to support low-income individuals and families striving for self-sufficiency. As additional resources come to the region through the Workforce Investment Act (WIA) funding and new CalWORKs supportive services, CAP San Diego will continue to work with its partners to determine how it can best support the goal of supporting low-income families on their journey to self-sufficiency. New CSBG-funded Self-Sufficiency Services will be procured in CY 2017, which will reflect CAP's partnerships with other programs serving low-income families. In addition, CAP will continue to explore ways in which other programs can be leveraged to address barriers to self-sufficiency, such as the Exchange Program, which has demonstrated how improving communication and conflict management skills can have positive outcomes at both home and work, and Resident Leadership Academies, which provide leadership skills that can be applied in community advocacy efforts as well as at work. Projections listed in NPI 1.2 below for 2017 reflect an anticipated shift from direct employment services to employment supports.

National Performance Indicator 1.1		CAP 2 YEAR PROJECTIONS	
		Number of Participants Expected to Achieve Outcome (#)	
Employment			
The number and percentage of low-income participants who get a job or become self-employed, as a result of Community Action Assistance, as measured by one or more of the following:			
		2016	2017
A. Unemployed and obtained a job		1,166	0
B. Employed and maintained a job for a least 90 days		1,132	0
C. Employed and obtained an increase in employment income and/or benefits		356	712
D. Achieved "living wage" employment and/or benefits		0	0

In the rows below, please include any additional indicators for NPI 1.1 that were not captured above.

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2016-2017 CSBG/NPI CAP Projections

Goal 1: Low-income people become more self-sufficient.

NPI 1.2: Employment Supports

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Barriers to obtaining and/or retaining employment for low-income families under CSBG are significant. Barriers generally fall into two categories: those that can be resolved by enhancing education and/or job skills, and those for which the lack of support systems such as child care and affordable reliable transportation constitutes obstacles to employment. According to the most recent Needs Assessment survey, transportation is a major issue in most communities not only pertaining to obtaining or retaining employment, but in general to get from their communities to employment, doctors' appointments, schools, etc. In addition, the high cost of living in San Diego County, coupled with inadequate levels of income, leaves less dollars for purchase and maintenance of reliable private transportation. The high cost of childcare, even with temporary subsidies available, continues to be a challenge for someone working at a minimum wage jobs, once that subsidy ends and of course the high cost of living is a huge barrier. Additionally, many of our low-income clients lack the knowledge and skills needed to maintain a household budget and make timely payments for life's basic necessities.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

CAP will continue to work with regional service networks, key partners and stakeholders to develop new resources and link to existing support structures that assist low income families and individuals increase their skills to be employable and increase earnings to achieve self-sufficiency. This will include supporting low-income individuals and families complete education that removes barriers to employment as well as offering additional training opportunities to increase soft skills that employers are looking for (RLA, the Exchange). In future procurements for Self-Sufficiency Programs, CAP will identify opportunities to provide supportive services to low-income individuals and families that are complementary to those available in other employment programs. In addition, CAP will support local EITC outreach through the Thrive San Diego initiative to offer free tax assistance, asset building education, access to access to CalFresh and Medi-Cal benefits through electronic applications in addition to screening for other essential programs that may be available to families served.

National Performance <u>Indicator 1.2</u> Employment Supports The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from Community Action, as measured by <u>one or more</u> of the following:		CAP 2 YEAR PROJECTIONS Number of Participants Expected to Achieve Outcome (#)	
		2016	2017
A. Obtained skills/competencies required for employment		134	536
B. Completed ABE/GED and received certificate or diploma		12	48
C. Completed post-secondary education program and obtained certificate or diploma			
D. Enrolled children in "before" or "after" school programs			100
E. Obtained care for child or other dependant		30	
F. Obtained access to reliable transportation and/or driver's license		500	500
G. Obtained health care services for themselves or a family member			
H. Obtained safe and affordable housing		262	262
I. Obtained food assistance		500	500
J. Obtained non-emergency LIHEAP energy assistance			
K. Obtained non-emergency WX energy assistance			
L. Obtained other non-emergency energy assistance (State/local/private energy programs. Do Not Include LIHEAP or WX)			

In the rows below, please include any additional indicators for NPI 1.1 that were not captured above.

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2016-2017 CSBG/NPI CAP Projections

Goal 1: Low-income people become more self-sufficient.

NPI 1.3: Economic Asset Enhancement and Utilization

Problem Statement: (If additional space is needed, please attach a separate sheet.)

As San Diego's economy continues to recover, employment is still low and wages are insufficient to meet basic needs. To move out of poverty or become economically independent, low-income families need resources and assistance to expand their asset base. CAP San Diego is committed to increasing awareness among low-income communities about asset building opportunities such as free tax preparation through the EITC annual campaigns. The goal of these efforts is to reach low and moderate income families and educate them about the benefits of accessing free tax services to get additional dollars and resources to help them establish a financial base by helping them to pay debts, clean their credit and/or save a little. Many families continue to recover from past financial difficulties such as poor credit history and often fall prey to predatory lending practices. Compounding this problem is the fact that low-income families are not in situations that allow them to take full advantage of financial opportunities and many are not aware of or are unsure of how to access additional resources for which they may be eligible.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

A key component in CAP's strategy for helping families increase their financial assets is through the Thrive initiative which encompasses an array of services including EITC free assistance and screening for an array of available resources. The Thrive initiative was implemented in February 2010 as an academic partnership between the County Health and Human Services Agency, United Way, IRS, Alliance Healthcare Foundation and local Universities. Thrive San Diego continues to be one of the most effective strategies in providing families with not only additional EITC tax credit refunds, but an opportunity to engage in financial education and learn about additional resources to address barriers to self-sufficiency. Complementing and supporting this strategy is CAP's Family Development approach which provides the additional supports families need to maximize income and attain self-sufficiency. Asset Building is also a component offered through the FSS Program for CSBG eligible families and will be included and expanded in future Self-Sufficiency procurements.

National Performance <u>Indicator 1.3</u> Economic Asset Enhancement and Utilization The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of Community Action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by <u>one or more</u> of the following:		CAP 2 YEAR PROJECTIONS Number of Participants Expected to Achieve Outcome (#)	
		2016	2017
ENHANCEMENT			
A. Number and percent of participants in tax preparation programs who qualified for any type of Federal or State tax credit and the expected aggregated dollar amount of credits.		5,000	5,000
B. Number and percent of participants who obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments.			
C. Number and percent of participants who were enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings.			
UTILIZATION			
D. Number and percent of participants demonstrating ability to complete and maintain a budget for over 90 days		500	1,000
E. Number and percent of participants opening an Individual Development Account (IDA) or other savings account			
F. Number and percent of participants who increased their savings through IDA or other savings accounts and the aggregated amount of savings			
G. Number and percent of participants capitalizing a small business due to accumulated savings			
H. Number and percent of participants pursuing post-secondary education with accumulated savings			
I. Number and percent of participants purchasing a home with accumulated savings			
J. Number and percent of participants purchasing other assets with accumulated savings			

In the rows below, please include any additional indicators for NPI 1.3 that were not captured above.

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2016-2017 CSBG/NPI CAP Projections

Contractor Name: County of San Diego - Community Action Partnership
 Contact Person and Title: Juana S. Duenas - Program Manager
 Phone Number: (619) 338-2002 Ext. Number: _____
 E-mail Address: juana.duenas@sdcounty.ca.gov Fax Number: _____

Goal 2: The conditions in which low-income people live are improved.

NPI 2.1: Community Improvement and Revitalization

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Businesses and resources in low-income communities need additional support to grow and flourish. Supporting the development and expansion of small businesses in low-income neighborhoods have benefits are two-fold. 1) Additional resources become available in locations that have limited access to goods and services, and 2) Additional employment opportunities are created for residents.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

CAP San Diego is exploring strategies to support the growth and development of small businesses in low-income communities, including how to support minority owned and historically disadvantaged businesses. In CY 2015, CAP will be piloting a capacity building program that will offer training and technical assistance to small, minority owned businesses in a historically disadvantaged community in San Diego. CAP will evaluate the outcomes of the pilot and depending on its success, will look for ways to strengthen and grow the program in other parts of the region. CAP will also look for ways to support entrepreneurs and small business owners in low-income communities so that they can create additional employment for residents.

National Performance Indicator 2.1 Community Improvement and Revitalization Increase in, or safeguarding of, threatened opportunities and community resources or services for low-income people in the community as a result of Community Action projects/initiatives or advocacy with other public and private agencies, as measured by <u>one or more</u> of the following:	CAP 2 YEAR PROJECTIONS			
	Number of Projects or Initiatives Expected to Achieve (#)		Number of Opportunities or Community Resources Preserved or Increased Expected to Achieve (#)	
	2016	2017	2016	2017
A. Jobs created, or saved, from reduction or elimination in the community.	1	2	10	20
B. Accessible "living wage" jobs created, or saved, from reduction or elimination in the community.				
C. Safe and affordable housing units created in the community				
D. Safe and affordable housing units in the community preserved or improved through construction, weatherization, or rehabilitation achieved by community action activity or advocacy				
E. Accessible and affordable health care services/facilities for low-income people created or saved from reduction or elimination				
F. Accessible safe and affordable child care or child development placement opportunities for low-income families created or saved from reduction or				
G. Accessible "before school" and "after school" program placement opportunities for low-income families created or saved from reduction or elimination				
H. Accessible new or expanded transportation resources, or those that are saved from reduction or elimination, that are available to low-income people, including public or private transportation.				
I. Accessible or increased educational and training placement opportunities, or those that are saved from reduction or elimination, that are available for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education				

In the rows below, please include any additional indicators for NPI 2.1 that were not captured above.

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2016-2017 CSBG/NPI CAP Projections

Goal 2: The conditions in which low-income people live are improved.

NPI 2.2: Community Quality of Life and Assets

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

National Performance Indicator 2.2 Community Quality of Life and Assets The quality of life and assets in low-income neighborhoods are improved by Community Action initiative or advocacy, as measured by <u>one or more</u> of the following:	CAP 2 YEAR PROJECTIONS			
	Number of Program Initiatives or Advocacy Efforts Expected to Achieve (#)		Number of Community Assets, Services or Facilities Preserved or Increased Expected to Achieve (#)	
	2016	2017	2016	2017
A. Increases in community assets as a result of a change in law, regulation, or policy, which results in improvements in quality of life and assets				
B. Increase in the availability or preservation of community facilities				
C. Increase in the availability or preservation of community services to improve public health and safety				
D. Increase in the availability or preservation of commercial services within low-income neighborhoods				
E. Increase or preservation of neighborhood quality-of-life resources				

In the rows below, please include any additional indicators for NPI 2.2 that were not captured above.

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2016-2017 CSBG/NPI CAP Projections

Goal 2: The conditions in which low-income people live are improved.

NPI 2.3: Community Engagement

Problem Statement: (If additional space is needed, please attach a separate sheet.)

As the San Diego Community Needs Assessments continues to demonstrate, the needs of low-income families are many and varied. The economic downfall, from which we have not yet recovered, continues to impact both our low-income target population and the agencies from which they seek assistance. Low-income families, in particular CSBG-eligible and newly arriving refugee families reach out to local service providers to get help. Service agencies often operate with decreased revenue while serving large number of customers. As mentioned in other areas of the NPIs, one of the key components to help families identify and address barriers to self-sufficiency requires case management, navigation, follow-up and education to address family issues/barriers. In order to begin assessing family needs, agencies require staff capacity with training skills to conduct assessments and identify key issues for families, but more importantly, skills on how to help families address immediate issues to help them move forward and begin addressing the families' barriers with the goal of becoming active participants in their communities as well. Community Based Organizations require staff capacity to provide services which is often inadequate to begin addressing the increased level of need. In some cases, smaller CBOs are unable to compete for funding with higher, better equipped organizations leaving them with a need for capacity building that requires training that they can't afford.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

The Community Action Partnership of San Diego works very close with its network of service providers, especially the Family Self-Sufficiency providers, to encourage additional support for low-income residents and provide opportunities for families to build new or better skills through community engagement and the use of volunteers. One area in particular where this strategy is effectively employed is the provision of tax assistance through VITA trained volunteers. CAP contributes significantly by recruiting new volunteers and, in collaboration with the Internal Revenue Service, providing training and support to the volunteers who provide professional quality tax assistance to families and individuals. CAP will continue to work as part of the local EITC Coalition to encourage participation in the VITA program and will look for other opportunities to increase the number of individuals and organizations working to improve the conditions of economically disadvantaged communities. This will include identifying opportunities for regional partners in the County's Live Well San Diego strategy to engage in activities that improve the health, safety and well-being of low-income individuals and families.

National Performance <u>Indicator 2.3</u>		CAP 2 YEAR PROJECTIONS Number of Total Contribution by Community Expected to Achieve (#)	
		2016	2017
Community Engagement			
The number of community members working with Community Action to improve conditions in the community.			
A. Number of community members mobilized by Community Action that participate in community revitalization and anti-poverty initiatives		1200	1200
B. Number of volunteer hours donated to the agency (This will be All volunteer hours)		260	300

In the rows below, please include any additional indicators for NPI 2.3 that were not captured above.

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2016-2017 CSBG/NPI CAP Projections

Contractor Name: County of San Diego - Community Action Partnership

Contact Person and Title: Juana S. Duenas - Program Manager

Phone Number: (619) 338-2002 Ext. Number:

E-mail Address: juana.duenas@sdcounty.ca.gov Fax Number:

Goal 3: Low-income people own a stake in their community.

NPI 3.1: Community Enhancement Through Maximum Feasible Participation

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

National Performance Indicator 3.1 Community Enhancement Through Maximum Feasible Participation The number of volunteer hours donated to Community Action.		CAP 2 YEAR PROJECTIONS Total Number of Volunteer Hours Expected to Achieve (#)	
		2016	2017
A. The total number of volunteer hours donated by low-income individuals to Community Action. (This is ONLY the number of volunteer hours from individuals who are low-income.)			
<i>In the rows below, please include any additional indicators for NPI 3.1 that were not captured above.</i>			

2016-2017 CSBG/NPI CAP Projections

Goal 3: Low-income people own a stake in their community.

NPI 3.2: Community Empowerment Through Maximum Feasible Participation

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Community members, particularly low-income individuals usually participate in community activities through schools and in some cases with community based organizations when opportunities arise. Their participation however may be prescribed to activities with their children, helping set up school activities, etc. Engagement in community issues is usually to seek input or feedback on needs assessment conducted by other groups or entities attempting to identify service gaps. True community engagement directly done by community member is not a usual occurrence in low income communities, unless they are being impacted by extreme events or changes related to crime or a service that is being reduced or eliminated. Community engagement and empowerment of low-income communities takes both funding, coordination and commitment that often falls short when either of these three elements is absent.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

CAP San Diego will continue to support the efforts of Resident Leadership Academies throughout the region. Resident Leadership Academies offer leadership training to community leaders to provide skills and tools to assess the needs of their community, develop improvement plans and work collaboratively with stakeholders (including local government) to make changes that improve the health, safety and well-being of their neighbors. CAP San Diego continues to strategize on how to continue supporting this model by seeking funding opportunities to support Resident Leadership Academies and their graduates in low-income communities increase their participation in civic activities. Preliminary data from the Community Needs Assessment for the 2016-17 CAP Plan shows that San Diego's local communities are very much aware of what their needs and barriers are for bettering their communities. They are seeking to engage and learn how to improve their neighborhoods and their knowledge base to impact issues that are important to them and their neighbors. CAP San Diego will be embarking in a series of initiatives that will impact this NPI and we are committed to see our goals through with deliverables that can show successes as we empower families to view community engagement and participation as an important component of Family Self-Sufficiency.

National Performance <u>Indicator 3.2</u> Community Empowerment Through Maximum Feasible Participation		CAP 2 YEAR PROJECTIONS Number of Low-Income People Expected to Achieve (#)	
The number of low-income people mobilized as a direct result of Community Action initiative to engage in activities that support and promote their own well-being and that of their community, as measured by <u>one or more</u> of the following:		2016	2017
A. Number of low-income people participating in formal community organizations, government, boards, or councils that provide input to decision making and policy setting through Community Action		60	60
B. Number of low-income people acquiring businesses in their community as a result of Community Action assistance			
C. Number of low-income people purchasing their own home in their community as a result of Community Action assistance			
D. Number of low-income people engaged in non-governance community activities or groups created or supported by Community Action		100	100
<i>In the rows below, please include any additional indicators for NPI 3.2 that were not captured above.</i>			

2016-2017 CSBG/NPI CAP Projections

Contractor Name: County of San Diego - Community Action Partnership
Contact Person and Title: Juana S. Duenas - Program Manager
Phone Number: (619) 338-2002 Ext. Number
E-mail Address: juana.duenas@sdcounty.ca.gov Fax Number:

Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.

NPI 4.1: Expanding Opportunities through Community-Wide Partnerships

Problem Statement: (If additional space is needed, please attach a separate sheet.)

The demand for services in low-income communities continues to exceed availability of funds to deliver the many needed services. Funding constraints often result in selecting one program at the cost of another, equally deserving, program. However, improved coordination between agencies enable public planners and administrators to maximize public service dollars and improve communities. This may include focusing on building capacity and empowering small community-based organizations that work towards bettering their communities and their residents.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

CAP San Diego achieves its mission of empowering disadvantaged families to achieve their highest levels of self-sufficiency and well-being by developing linkages to promote cohesive service networks. CAP San Diego has placed a greater focus on ensuring FSS service providers build stronger partnerships with employment based corporations and seek additional resources to prepare employable family members by reducing barriers to employment which leads to self-sufficiency. FSS services offer enhanced employment supports to fill service gaps identified through the most recent community needs assessments. CAP will continue to build upon existing partnerships and seeking opportunities for program enhancement and access to additional resources that are inclusive of vulnerable populations such as refugees and the homeless. CAP will leverage USDA NEOP (Nutrition, Education and Obesity Prevention) funding for nutrition education through FFY 2016 and administer the funds for the local Department of Public Health to provide nutrition education, community gardening, community improvement projects and leadership opportunities for teens. CAP San Diego will also work in conjunction with the Welfare-to-Work program to ensure efficient service delivery and avoid duplication of services.

National Performance Indicator 4.1 Expanding Opportunities Through Community-Wide Partnerships The number of organizations, both public and private, Community Action actively works with to expand resources and opportunities in order to achieve family and community outcomes.	CAP 2 YEAR PROJECTIONS			
	Number of Organizations Expected to Achieve (#)		Number of Partnerships Expected to Achieve (#)	
	2016	2017	2016	2017
A. Non-Profit	60	60	5	5
B. Faith Based	15	15	20	20
C. Local Government	4	4	5	5
D. State Government	3	3	4	4
E. Federal Government	2	2	1	1
F. For-Profit Business or Corporation				
G. Consortiums/Collaboration	16	16	20	20
H. Housing Consortiums/Collaboration	5	5	6	6
I. School Districts	4	4	4	4
J. Institutions of post secondary education/training	6	6	6	6
K. Financial/Banking Institutions	2	2	2	2
L. Health Service Institutions	1	1	1	1
M. State wide associations or collaborations	5	5	5	5
<i>In the rows below, please add other types of partners with which your CAA has formed relationships that were not captured</i>				
N. Total number of organizations and total number of partnerships CAAs work with to promote family and community outcomes (automatically	123	123	79	79

2016-2017 CSBG/NPI CAP Projections

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Contact Person and Title:	Juana S. Duenas - Program Manager		
Phone Number:	(619) 338-2002	Ext. Number:	
E-mail Address:	juana.duenas@sdcounty.ca.gov	Fax Number:	

Goal 5: Agencies increase their capacity to achieve results.

NPI 5.1: Agency Development

Problem Statement: (If additional space is needed, please attach a separate sheet.)

While San Diego County is unique and rich in community engagement both in the public and private arenas, the region is so large and the needs so varied that it takes great coordination, a lot of effort and capacity building to bring those community resources together in one place. The challenges faced by low-income families are diverse both financially and culturally. These unique differences are true in most areas of the San Diego Region and creates challenges for the different collaboratives and partnerships that are already in place. In 2015, the most recent Needs Assessment which was conducted by community members working directly with their local CBOs through CAP San Diego's Resident Leadership Academy show that communities are aware of the barriers/issues in their communities and they are very interested and ready to learn more on how to prepare and engage with public, private entities and working with local community based-organizations to identify and impact changes to improve their communities which in turn improves the health and safety of their own families.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

One of CAP San Diego's strengths centers on building strong partnership networks both internally within the County structure and in the community. CAP has been a key partner in many efforts such as the Earned Income Tax Credit, Homeless Initiatives, Resident Leadership Academies and the local Refugee Forum. CAP San Diego plan is to continue building capacity and strengthening the Community Action Board (CAB) by increasing understanding of their role in Community Action and their responsibility as advisory members to the local Board of Supervisors in matters relating to programs impacting services for low-income families in their communities. With a majority of new CAB members, they are provided with information on CAPs efforts in community engagement and the programs and activities going on our communities. CAP will continue to be a facilitator to help build new and stronger partnerships to leverage opportunities that will enhance CSBG funded initiatives. CAP San Diego is also engaged with the State CSBG Network and all its efforts to help with the implementation of the CSBG Performance Standards. CAP San Diego has built partnerships with the local Public Health Department and administers USDA - SNAP Education funding that provides nutrition education to low-income families and their children. CAP works in conjunction with the County of San Diego, "Live Well San Diego" team to develop new strategies and build upon existing opportunities such as the Resident Leadership Academies to increase leadership capacity in low-income communities.

National Performance Indicator 5.1		CAP 2 YEAR PROJECTIONS	
		Number of Resources in Agency Expected to Achieve (#)	
Agency Development			
The number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes, as measured by one or more of the following:			
		2016	2017
A. Number of Certified Community Action Professionals			
B. Number of ROMA Trainers			
C. Number of Family Development Trainers			
D. Number of Child Development Trainers			
E. Number of staff attending trainings		10	10
F. Number of board members attending trainings		10	10
G. Hours of staff in trainings		40	40
H. Hours of board members in trainings		40	40

In the rows below, please include any additional indicators that were not captured above.

2016-2017 CSBG/NPI CAP Projections

Contractor Name: County of San Diego - Community Action Partnership
Contact Person and Title: Juana S. Duenas - Program Manager
Phone Number: (619) 338-2002 Ext. Number: _____
E-mail Address: juana.duenas@sdcounty.ca.gov Fax Number: _____

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.1: Independent Living

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

National Performance <u>Indicator 6.1</u>	CAP 2 YEAR PROJECTIONS	
Independent Living The number of vulnerable individuals receiving services from Community Action who maintain an independent living situation as a result of those services:	Number of Vulnerable Individuals Living Independently Expected to Achieve (#)	
	2016	2017
A. Senior Citizens (<i>seniors can be reported twice, once under Senior Citizens and again, if they are disabled, under Individuals with Disabilities, ages 55-over.</i>)		
B. Individuals with Disabilities		
Ages:		
a. 0-17		
b. 18-54		
c. 55-over		
d. Age Unknown		
Total Individuals with Disabilities:		
<i>In the rows below, please include any additional indicators for NPI 6.1 that were not captured above.</i>		

2016-2017 CSBG/NPI CAP Projections

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.2: Emergency Assistance

Problem Statement: (If additional space is needed, please attach a separate sheet.)

The San Diego region has one of the highest cost of living in the nation. The region continues to have one of the most expensive housing markets in the nation and minimum wages are not enough to meet low-income families every-day needs. Since 2013, even with the economic recovery, low-income families continue struggle with finding housing that they can afford and meeting their every day needs without public assistance or community based social services. While many efforts are being made in San Diego County to address the lack of affordable housing, the region has, in addition to people living in poverty, homeless families and individuals that are not able to find shelters. These groups include domestic violence victims, and runaway and foster youth. San Diego County also lacks enough units for subsidized /low-income housing. These facts coupled with a high proportion of low wage jobs pose considerable barriers to self-sufficiency.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

San Diego County CAP addresses emergency needs through its Family Self-Sufficiency (FSS) program, the seasonal Rotational Shelter for families and the Hotel Voucher program when families and individuals agree to participate in case management and follow the program models. Emergency needs include food and shelter benefits and referrals to ongoing sources of support. In 2014 and 2015, there were two regional 25 Cities Initiatives in the San Diego Region that targeted developing a continuum of care for chronically homeless individuals and families, including Veterans. The lessons learned from these experiences will be informing the design of a new continuum of care in the San Diego region to address the issue of homelessness - CAP San Diego has been and will continue to be engaged in that conversation to ensure that its services are complimentary and supportive to the regional efforts to end homelessness. Current and future programs will be designed so that they address emergency needs and best position individuals and families so that they can move onto stability.

National Performance Indicator 6.2		CAP 2 YEAR PROJECTIONS	
		Number of Individuals Expected to Achieve (#)	
Emergency Assistance		2016	2017
The number of low-income individuals served by Community Action who sought emergency assistance and the number of those individuals for whom assistance was provided.			
A.	Emergency Food	2,000	2,000
B.	Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources		
C.	Emergency Rent or Mortgage Assistance	35	35
D.	Emergency Car or Home Repair (i.e. structural appliance, heating systems, etc.)		
E.	Emergency Temporary Shelter	400	400
F.	Emergency Medical Care		
G.	Emergency Protection from Violence		
H.	Emergency Legal Assistance		
I.	Emergency Transportation		
J.	Emergency Disaster Relief		
K.	Emergency Clothing		

In the rows below, please include any additional indicators for NPI 6.2 that were not captured above.

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2016-2017 CSBG/NPI CAP Projections

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.3: Child and Family Development

Problem Statement: (If additional space is needed, please attach a separate sheet.)

San Diego County, as with other counties and states, knows that too many youth engage in at-risk behavior such as gang activity and use of tobacco or illegal drugs. Many youth also take part in criminal acts and enter the juvenile justice system causing long-term harm to themselves and others, extensive family problems, and enormous expenses to their communities and society. Parents and other adults also may lack some basic coping skills and resort to illegal or harmful behavior.

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

CAP San Diego will continue its family strengthening efforts of improving family relations and ensure well functioning healthy individuals through the provision of matching funds to sustain a local School-Based Self-Sufficiency program. These services are provided at O'Farrell Charter School which is located in a low-income, high crime neighborhood of the county. O'Farrell school is a long-time partner with CAP, focusing on youth living in this neighborhood. Youth are faced with school attendance and family issues related to gangs, imprisoned parents or grandparents raising children. The goal of the Youth Self-Sufficiency program is to provide services for children enrolled at O'Farrell to keep them engaged in school and avoid risky behaviours leading to trouble with the law. The Youth Self-Sufficiency program is co-located on the school grounds and provides school and homework assistance during and after school. Activities are offered for kids attending O'Farrell and feeder elementary schools in the vicinity. As the O'Farrell School grows, CAP will explore opportunities to expand the services through the School Based Self-Sufficiency Program. CAP will also look for opportunities, like offering the Exchange Program, to improve functioning skills of parents and other adults so that they can better engage in positive choices that impact their well-being and the well-being of their family.

National Performance Indicator 6.3 Child and Family Development The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs that achieve program goals, as measured by <u>one or more</u> of the following:		CAP 2 YEAR PROJECTIONS Number of Participants Expected to Achieve Outcome (#)	
		2016	2017
INFANTS & CHILDREN			
A. Infants and children obtain age appropriate immunizations, medical, and dental care			
B. Infant and child health and physical development are improved as a result of adequate			
C. Children participate in pre-school activities to develop school readiness skills			
D. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade			
YOUTH			
E. Youth improve health and physical development			
F. Youth improve social/emotional development		16	32
G. Youth avoid risk-taking behavior for a defined period of time		33	66
H. Youth have reduced involvement with criminal justice system		24	48
I. Youth increase academic, athletic, or social skills for school success		49	98
PARENTS AND OTHER ADULTS			
J. Parents and other adults learn and exhibit improved parenting skills			50
K. Parents and other adults learn and exhibit improved family functioning skills		100	100

In the rows below, please include any additional indicators for NPI 6.3 that were not captured above.

2016-2017 CSBG/NPI CAP Projections

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

NPI 6.4: Family Supports

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

National Performance Indicator 6.4 Family Supports (Seniors, Disabled and Caregivers) Low-income people who are unable to work , especially seniors, adults with disabilities, and caregivers, for whom barriers to family stability are reduced or eliminated, as measured by one or more of the following:	CAP 2 YEAR PROJECTIONS	
	Number of Participants Expected to Achieve Outcome (#)	
	2016	2017
A. Enrolled children in before or after school programs		
B. Obtained care for child or other dependent		
C. Obtained access to reliable transportation and/or driver's license		
D. Obtained health care services for themselves or family member		
E. Obtained and/or maintained safe and affordable housing		
F. Obtained food assistance		
G. Obtained non-emergency LIHEAP energy assistance		
H. Obtained non-emergency WX energy assistance		
I. Obtained other non-emergency energy assistance. (State/local/private energy programs. Do Not Include LIHEAP or WX)		
<i>In the rows below, please include any additional indicators for NPI 6.4 that were not captured above.</i>		

2016-2017 CSBG/NPI CAP Projections

Goal 6: *Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.*

NPI 6.5: Service Counts

Problem Statement: (If additional space is needed, please attach a separate sheet.)

Program Activities and Delivery Strategies: (If additional space is needed, please attach a separate sheet.)

National Performance Indicator 6.5 Service Counts The number of services provided to low-income individuals and/or families, as measured by one or more of the following:	CAP 2 YEAR PROJECTIONS Number of Services Expected (#)	
	2016	2017
A. Food Boxes		
B. Pounds of Food		
C. Units of Clothing		
D. Rides Provided		
E. Information and Referral Calls		
<i>In the rows below, please include any additional indicators for NPI 6.5 that were not captured above.</i>		

Appendix A

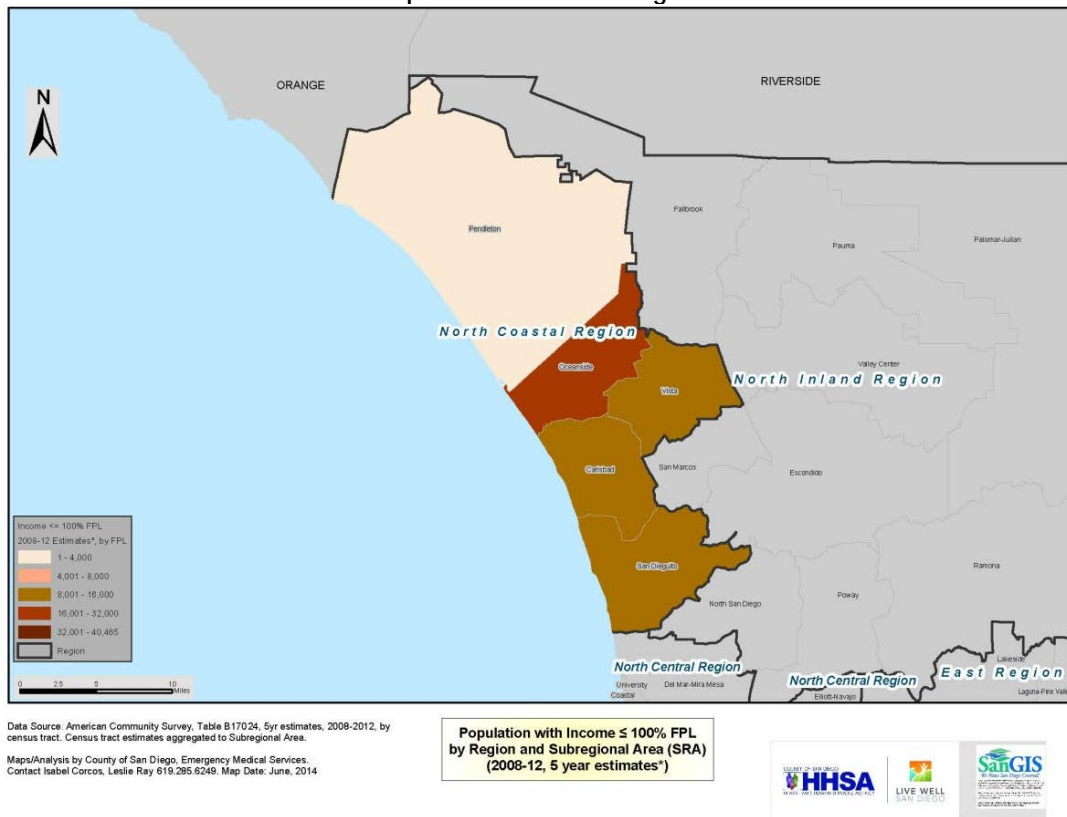
Detailed Community Needs Assessment Results by
Regional Resident Leadership Academy

North Coastal Region

Needs Assessment Overview

- Hosted by Vista Community Clinic
- 10 RLA Graduates
- 62 Community Forum Participants
- 102 Completed Surveys
- Key Informant Interviews
 - Employer – Owner of a local market, La Salsa Market
 - Educator – Director of National Latino Research Center (Arcela Nunez-Alvarez)
 - Social Services Provider – Program Manager for Maternal Child Health at Vista Community Clinic

Map of North Coastal Region



North Coastal Region

Community Indicators

Key Health Indicators	Explanation	Desired Trend	San Diego	North Coastal
Ate Fast Food 3 or More Times in the Past Week	Includes fast food meals eaten at work (or school), at home or at fast food restaurants, including carryout or drive through	↓	18.9%	19.6%
Binge Drinking in Past Year (ages 18+)	Binge drinking is consuming 5 or more alcoholic drinks on at least one occasion in the past year for males; 4 or more for females	↓	34.9%	31.7%
Lack of Health Insurance	Percent of population without health insurance, 18-64 years of age	↓	17.7%	15.9%
Life Expectancy	Measure of length and duration of life expected at birth	↑	81.5 years	82.4yrs
Overweight/Obese (ages 18+)	Percent of population that is overweight or obese, labels for ranges of weight that are greater than what is considered healthy for a given height	↓	58.5%	55.8%

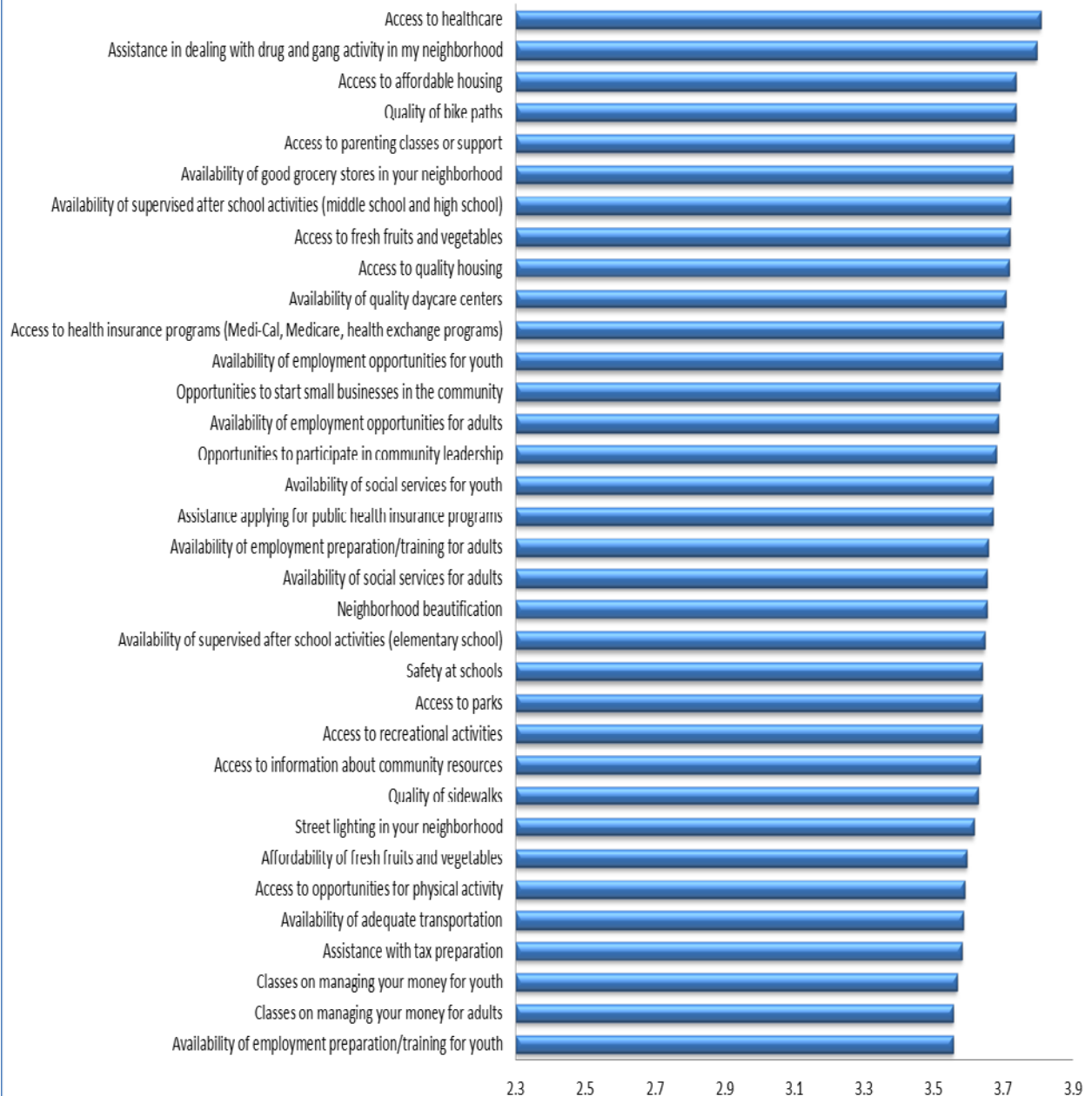
Key Safety Indicators	Explanation	Desired Trend	San Diego	North Coastal
Child Car Safety Restraint Use	Percent of children ages 0-5 who are properly restrained as motor vehicle occupants in crashes occurring on public roads	↑	96.2%	100%
Linguistic Isolation	Percent of population isolated because they are unable to communicate effectively in English	↓	8.7%	8.3%
Perception of Safety	Percent of population that feels safe in their neighborhood	↑	94.4%	95.6%
Thoughts of Suicide (ages 18+)	Adults that have ever seriously thought about committing suicide	↓	7.4%	6.6%
Unintentional Injury	Number of unintentional injuries per 100,000 people	↓	5,626.4	5002.5

Key Thriving Indicators	Explanation	Desired Trend	San Diego	North Coastal
Poverty Rate (At/Below FPL) – Total Population	Percent of the total population living below the Federal Poverty Level (FPL)	↓	13.9%	11.5%
Poverty Rate (At/Below FPL) – Families with Children	Percent of families with children living below the FPL	↓	14.6%	16.5%
Spending Less than 1/3 of Income on Housing	Percent of population spending less than a third of their income on housing	↑	48.9%	48%
Unemployment Rate	Percent of total labor force that is unemployed (actively seeking employment and willing to work)	↓	9.1%	8.9%
High School Diploma or Equivalent	Percent of population with a High School Diploma or Equivalent	↑	84.3%	85.7%
Less than a High School Diploma or Equivalent	Percent of population with less than a High School Diploma or Equivalent	↓	15.7%	14.3%
Food Insecurity	Percent of population who have experienced food insecurity	↓	35.1%	38.2%

North Coastal Region

Survey Results (N=102)

Needs Assessment Survey - North Coastal Region Priorities



■ Weighted Average Score using a Scale of 1-4

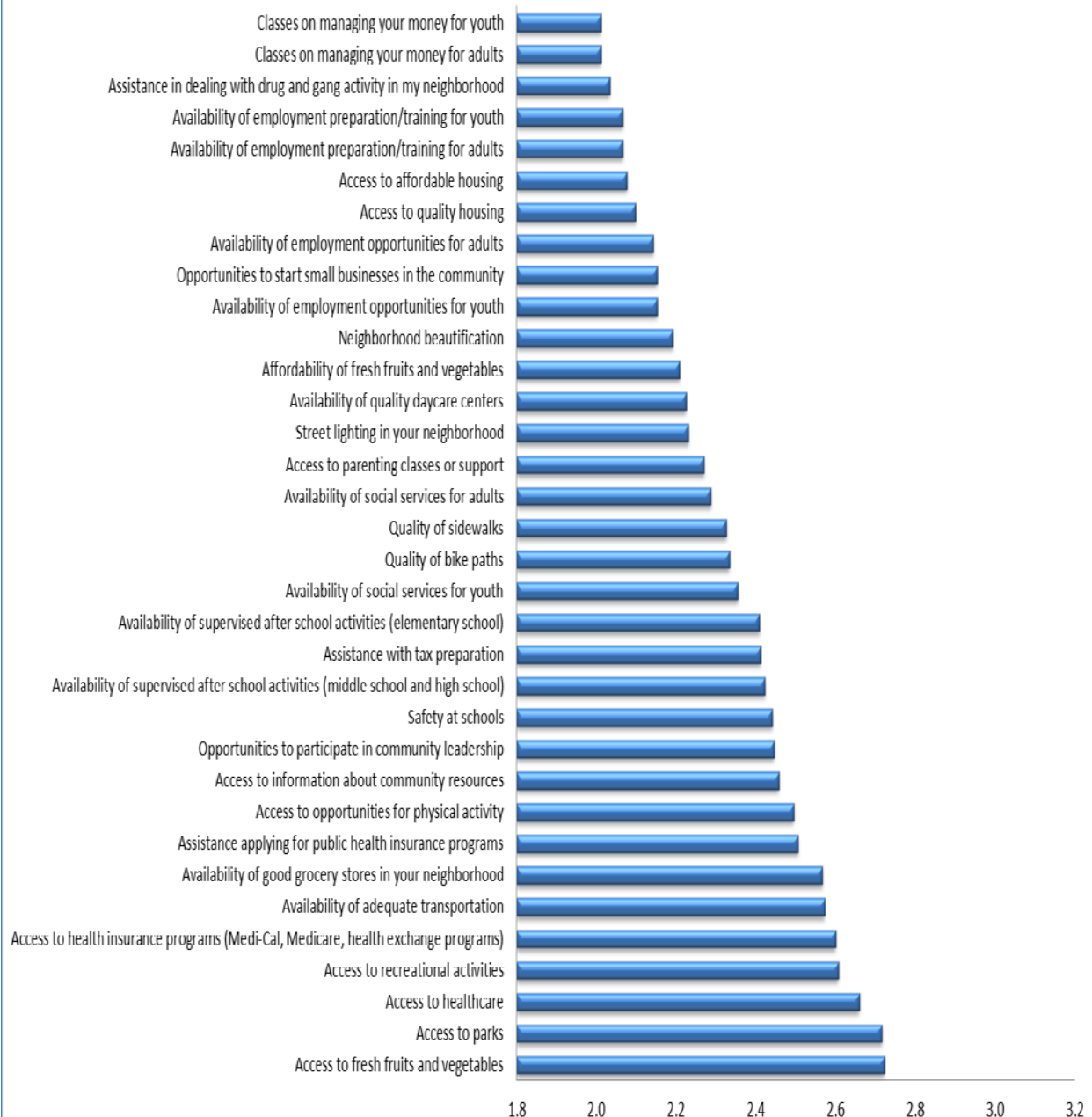
Answers ranked by average response on basis of perceived importance from highest to lowest value

Average response determined by using assigned response values and total number of responses per question

North Coastal Region

Survey Results (N=102)

Needs Assessment Survey - North Coastal Region Satisfaction of Services



■ Weighted Average Score using a Scale of 1-4

Answers ranked by average response on basis of perceived satisfaction from lowest to highest value

Average response determined by using assigned response values and total number of responses per question

North Coastal Region

Key Findings - Surveys

- Importance: *Average scores for resources ranged between "important" (3) and "very important" (4).*
 - Of those that scored highest, common themes included:
 - Access to healthy food
 - Access to health care programs
 - Assistance dealing with drug and gang activity
 - Quality employment programs for adults and young adults
- Satisfied: *All resources received average score of less than satisfied (lower than 3).*
 - Of those that scored lowest, common themes included:
 - Classes on asset management
 - Assistance with dealing with gang and drug activity
 - Access to housing resources

Public Forum Themes Public Forums were structured to address focus areas of San Diego County's *Live Well San Diego* Strategy – health, safety and thriving. The table below contains the high-level summary of feedback from the North Coastal Public Forum.

<i>Live Well San Diego</i> Components	Issues	Strategies
Health	<ul style="list-style-type: none"> Inadequate access to affordable fresh foods Lack of safe spaces to conduct recreational activities Access to health coverage, including transportation to get to clinics 	<ul style="list-style-type: none"> Increase in farmers market locations Community engagement/health education for families Physical activities/classes Smoke free rental units
Safety	<ul style="list-style-type: none"> High presence of gang activity Lack of outdoor lighting Lack of sidewalks 	<ul style="list-style-type: none"> More youth recreation Strengthen relationships with law enforcement Community leadership programs
Thriving	<ul style="list-style-type: none"> Support for working parents Lack of financial literacy Affordable housing 	<ul style="list-style-type: none"> Family strengthening programs Safe youth programs for parents to feel confident while they are at work Small business development Financial literacy programs

North Coastal Region

Key Informant Interviews

(Responses have been paraphrased)

Employer Interview Key Questions

La Salsa Market Owner

Question	Responses
1. How do you go about recruiting employees?	<ul style="list-style-type: none"> • Post an announcement on the door/window of the store. • Word of mouth.
2. Do you ever use community based organization's job developers? (For example, Family Self-Sufficiency program job developers) 3. If so, which ones do you use and are they helpful? 4. If not, why not?	<ul style="list-style-type: none"> • No. People often get referred from current staff or customers. Hire people from within the community. • Not familiar with the FSS program or how it works.
5. Do you find it easy to identify qualified candidates for your job vacancies? 6. If so, what are the skills/background you are looking for? 7. If not, what qualifications do many of your applicants not have that you need?	<ul style="list-style-type: none"> • Yes. The job is for simple clerical tasks, many people looking for work already have these traits/skills. • Desired skills/traits: People that can do simple math. They use the register, but sometimes will have to use pen/paper if the register is down. Hard working, friendly people.
8. Are you able to promote your employees within the organization? 9. If not, why are you not able to promote people? 10. If so, do they learn the skills they need to promote on the job or do they need additional training? 11. If additional training is needed, do you work with any organizations locally to provide the training?	<ul style="list-style-type: none"> • Promotes whenever possible. The store is small and not many management opportunities available. • Market owner trains the store manager on inventory and how to collect invoices from vendors • Training desired: Some computer training would be helpful.
12. What do you think could encourage more business opportunities in the region?	<ul style="list-style-type: none"> • Improved economy. The economy is still not so good. Other shops nearby to this business have closed. People still are not working as much and can't afford to shop
13. Is there any additional information you would like to share?	<ul style="list-style-type: none"> • No response

North Coastal Region

Educator Interview Key Questions

Director of National Latino Research Center at Cal State University San Marcos

Question	Responses
1. What do you think is essential for student success?	<ul style="list-style-type: none"> Students and parents need to be prepared and understand the education system and be able to navigate it. Improved parental support. K-12 schools need to focus more on parent engagement. Educate the parents about the progress of their children. Knowledge and good support from family, mentors at school and peers.
2. What are the issues in this community that you think contribute to some students not being successful?	<ul style="list-style-type: none"> Students are not prepared to become college bound. Many Latino students are not performing at grade level at such a young age and often don't catch up. Parents are not informed and don't understand the education system. Parents want to be engaged in their children's education but often have to rely on someone to translate for them at every meeting, which often discourages their participation.
3. Do you think your students and their families are in need of additional supportive services?	<ul style="list-style-type: none"> More supportive programming for parents starting at elementary schools. Teach parents about the new changes in the education system Parent programming should continue through K-12, and engage parents more in the middle to high school years. Educate them about A-G requirements, scholarships process, family tours to local universities.
4. If so, what services do you think would be helpful to them in achieving school success?	
5. Are there any community organizations that you think are very helpful to students and their families in the area?	<ul style="list-style-type: none"> NLRC currently runs the program, Universidad Popular. This is a community engagement program to educate parents about the education system, promote civic engagement and leadership and Chicano history. County libraries. Offer programming tailored to their clients, including student tutoring, ESL and computer education for parents. North County community organizations partner with one another. Example - FarmWorker CARE Coalition
6. What are the top three things you think a community based organization could do to help students be successful at school?	<ul style="list-style-type: none"> Continue to collaborate and address the unmet needs of the community. NLRC can't ensure all students succeed, so they look to other partners to help the entire family. A child can't learn or go off to college if their family is dealing with other social issues.
7. Is there any additional information you would like to share?	<ul style="list-style-type: none"> No response

North Coastal Region

Service Provider Interview Key Questions

Vista Community Clinic -Program Manager & Health Educator

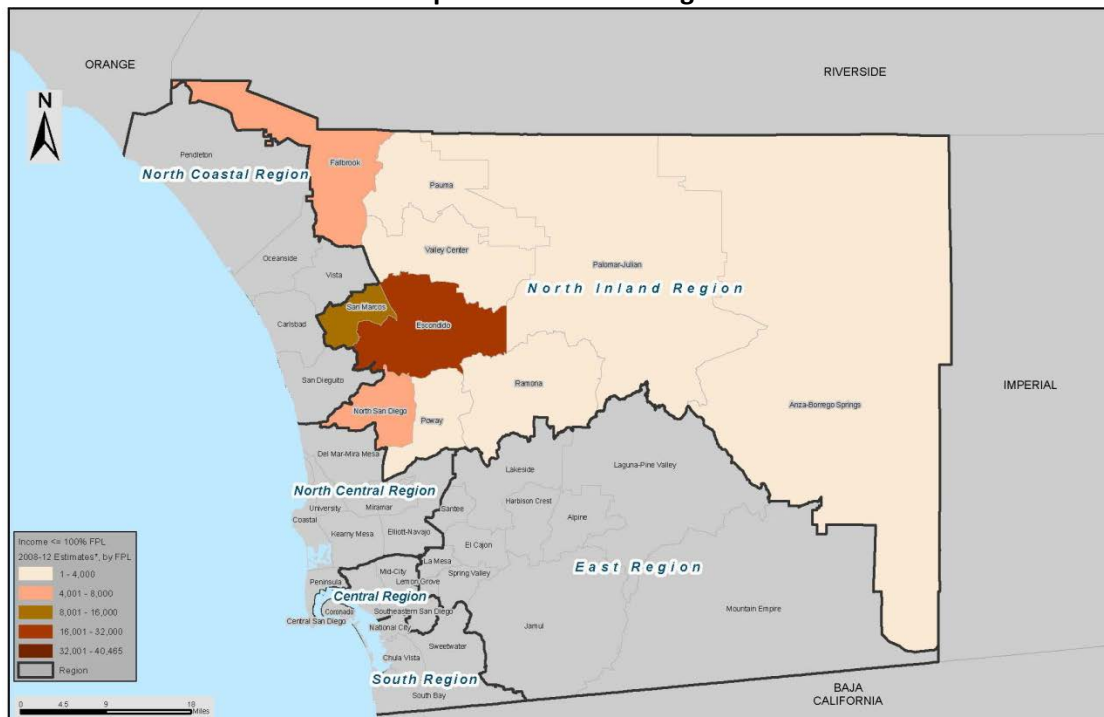
Question	Responses
1. What are the major issues you see in your community among low income/underserved people?	<ul style="list-style-type: none"> Many of the clients we serve are families with children ages 0-5. We provide them with parent education or case management to new moms, but are often tasked with finding a variety of other resources for them as well. Families still have a hard time making ends meet, they often don't share on how they struggle to pay the rent, the utility bills and have enough food on the table. We help link many families to basic services like Cal-Fresh enrollment and Medi-Cal but often people must share this resource, and it is not enough.
2. What services are available to meet those needs? What gaps in services do you see?	<ul style="list-style-type: none"> In North County, we can count on partners to provide basic social services. We provide many social services in-house, such as health coverage enrollment, Cal-Fresh enrollment and SDGE Care program. There continues to be a gap in services for families with undocumented children and parents. We work to link the child to basic health and dental services. There are barriers to access to specialists and other complicated cases. Homeless shelters and mental health items. VCC doesn't get very many homeless families seeking services, but sometimes undocumented families can't get into shelters because of not having proper ID. Need for mental health resources, basic counseling services for family issues and uninsured adults.
3. What do you think could encourage more support/involvement in the community around issues of poverty?	<ul style="list-style-type: none"> Continue to refer people to resources. Support local partners and local food distributions.
4. What do you think could encourage community residents to become more active in their communities?	<ul style="list-style-type: none"> Would like to refer for our families to groups like the RLA. People should be informed and involved in the community and local decisions.
5. What do you think are the top issues in this community regarding: 6. Health 7. Safety 8. Quality of Life (Thriving)	<ul style="list-style-type: none"> Increase access to health care through health care coverage. Build a relationship between community and local law enforcement. Get people access to local resources so they can get back on their feet and make ends meet.
9. Is there any additional information you would like to share?	<ul style="list-style-type: none"> Continue to refer people to resources. Support local partners and local food distributions.

North Inland Region

Needs Assessment Overview

- Hosted by Escondido Education Compact
- 25 RLA Graduates
- 55 Community Forum Participants
 - Spanish Translation Provided
- 162 Completed Surveys
- Key Informant Interviews
 - Employer - Lynn Graykowski, Neighborhood Healthcare
 - Educator - Kimberly Israel, Escondido Union School District
 - Social Services Provider - Stephanie Rasette, Interfaith

Map of North Inland Region



Data Source: American Community Survey, Table B17024, 5yr estimates, 2008-2012, by census tract. Census tract estimates aggregated to Subregional Area.

Maps/Analysis by County of San Diego, Emergency Medical Services.
Contact Isabel Corcos, Leslie Ray 619.285.6249. Map Date: June, 2014

Population with Income ≤ 100% FPL
by Region and Subregional Area (SRA)
(2008-12, 5 year estimates*)



North Inland Region

Community Indicators

Key Health Indicators	Explanation	Desired Trend	San Diego	North Inland
Ate Fast Food 3 or More Times in the Past Week	Includes fast food meals eaten at work (or school), at home or at fast food restaurants, including carryout or drive through	↓	18.9%	14.3%
Binge Drinking in Past Year (ages 18+)	Binge drinking is consuming 5 or more alcoholic drinks on at least one occasion in the past year for males; 4 or more for females	↓	34.9%	35.8%
Lack of Health Insurance	Percent of population without health insurance, 18-64 years of age	↓	17.7%	19.6%
Life Expectancy	Measure of length and duration of life expected at birth	↑	81.5 years	81.9yrs
Overweight/Obese (ages 18+)	Percent of population that is overweight or obese, labels for ranges of weight that are greater than what is considered healthy for a given height	↓	58.5%	61.5%

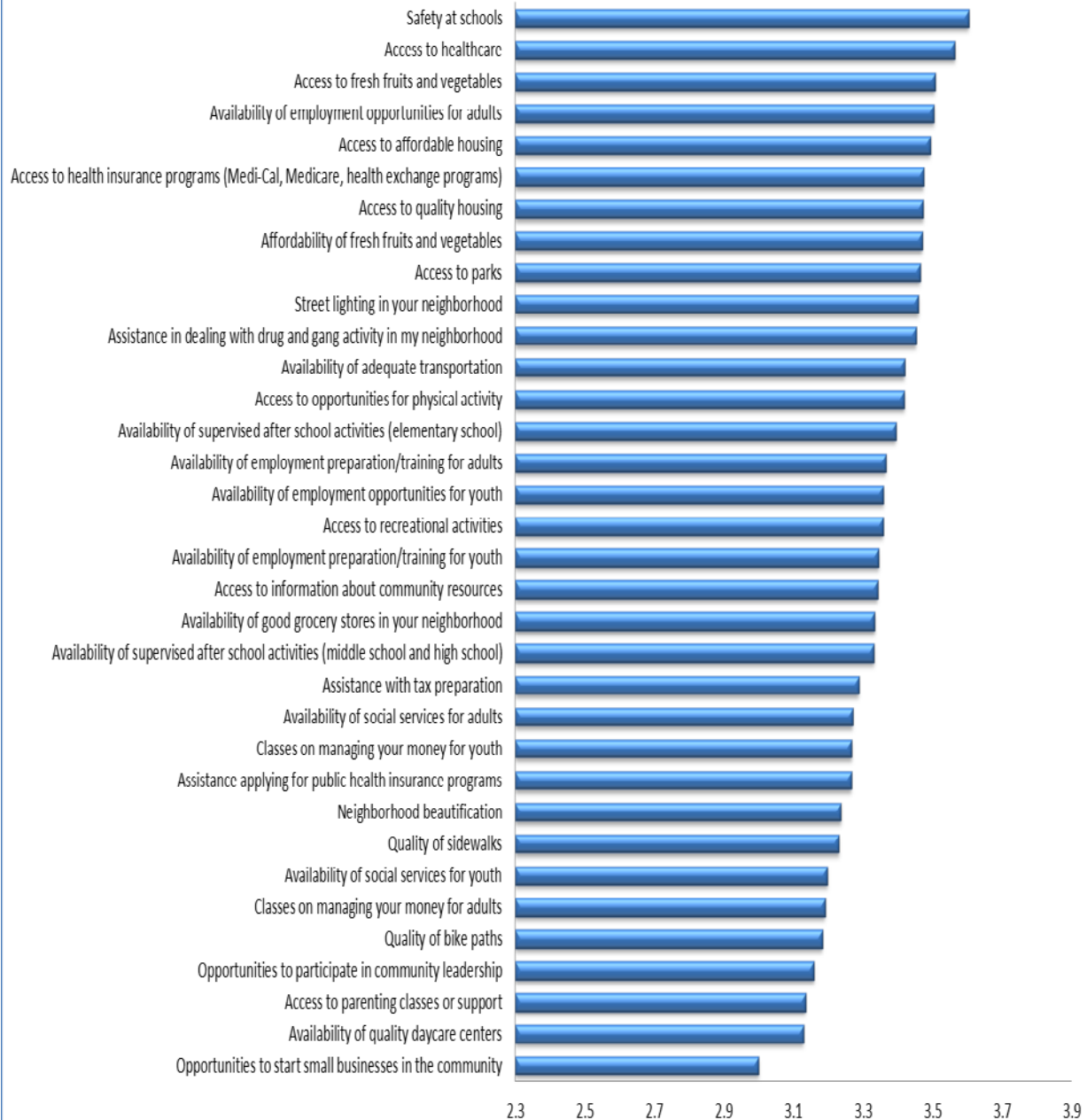
Key Safety Indicators	Explanation	Desired Trend	San Diego	North Inland
Child Car Safety Restraint Use	Percent of children ages 0-5 who are properly restrained as motor vehicle occupants in crashes occurring on public roads	↑	96.2%	93.1%
Linguistic Isolation	Percent of population isolated because they are unable to communicate effectively in English	↓	8.7%	9.3%
Perception of Safety	Percent of population that feels safe in their neighborhood	↑	94.4%	95.3%
Thoughts of Suicide (ages 18+)	Adults that have ever seriously thought about committing suicide	↓	7.4%	7.3%
Unintentional Injury	Number of unintentional injuries per 100,000 people	↓	5,626.4	5341.6

Key Thriving Indicators	Explanation	Desired Trend	San Diego	North Inland
Poverty Rate (At/Below FPL) – Total Population	Percent of the total population living below the Federal Poverty Level (FPL)	↓	13.9%	11%
Poverty Rate (At/Below FPL) – Families with Children	Percent of families with children living below the FPL	↓	14.6%	10.2%
Spending Less than 1/3 of Income on Housing	Percent of population spending less than a third of their income on housing	↑	48.9%	49.5%
Unemployment Rate	Percent of total labor force that is unemployed (actively seeking employment and willing to work)	↓	9.1%	8.1%
High School Diploma or Equivalent	Percent of population with a High School Diploma or Equivalent	↑	84.3%	84.8%
Less than a High School Diploma or Equivalent	Percent of population with less than a High School Diploma or Equivalent	↓	15.7%	15.2%
Food Insecurity	Percent of population who have experienced food insecurity	↓	35.1%	34.3%

North Inland Region

Survey Results (N=162)

Needs Assessment Survey - North Inland Region Priorities



■ Weighted Average Score using a Scale of 1-4

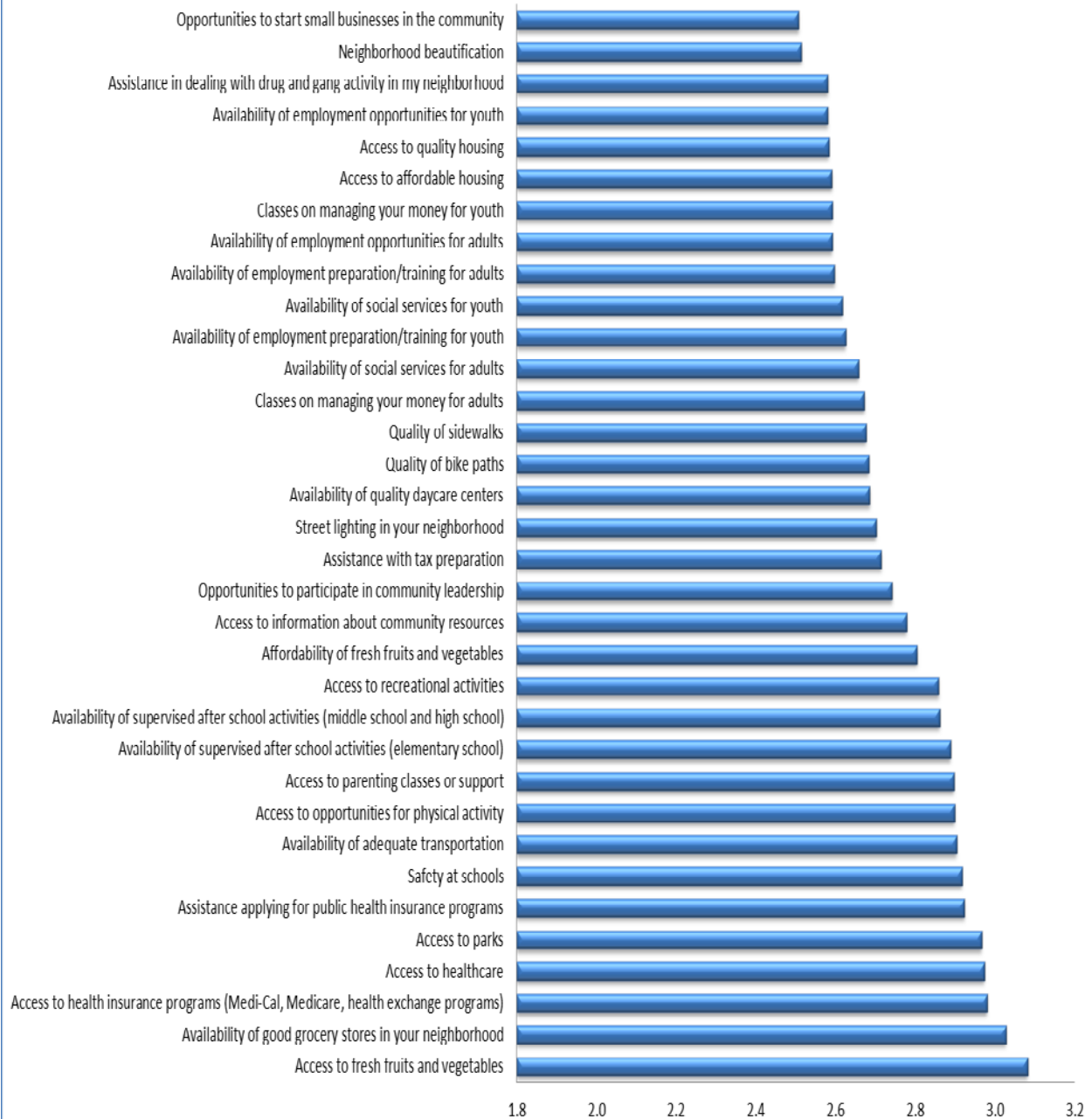
Answers ranked by average response on basis of perceived importance from highest to lowest value

Average response determined by using assigned response values and total number of responses per question

North Inland Region

Survey Results (N=162)

Needs Assessment Survey - North Inland Region Satisfaction of Services



■ Weighted Average Score using a Scale of 1-4

Answers ranked by average response on basis of perceived satisfaction from lowest to highest value

Average response determined by using assigned response values and total number of responses per question

North Inland Region

Key Findings - Surveys

- Importance: *Average scores for resources ranged between “important” (3) and “very important” (4).*
 - Of those that scored highest, common themes included:
 - Help with drug and gang activity
 - Employment opportunities
 - Access to fresh fruits and vegetables
 - Access to healthcare programs
- Satisfied: *All resources received average score of between 2 (unsatisfied) and 3 (Satisfied).*
 - Of those that scored lowest, common themes included:
 - Employment opportunities, including starting a small business
 - Access to housing
 - Financial literacy classes
 - Assistance with dealing with gang activity

Public Forum Themes: Public Forums were structured to address focus areas of San Diego County's *Live Well San Diego* Strategy – health, safety and thriving. The table below contains the high-level summary of feedback from the North Inland Public Forum.

<i>Live Well San Diego</i> Components	Issues	Strategies
Health	<ul style="list-style-type: none"> • Obesity • Drug and alcohol use • Lack of exercise – lack of sidewalks and bike lanes 	<ul style="list-style-type: none"> • Accessible, affordable healthy food options • Access to quality healthcare • Increase in activity
Safety	<ul style="list-style-type: none"> • Communication with police – lack of trust • Lack of gang intervention • Need more programs for parents and families 	<ul style="list-style-type: none"> • Improved infrastructure • Build relationship with law enforcement • Focus on drug and alcohol use
Thriving	<ul style="list-style-type: none"> • Lack of education • Lack of motivation for change 	<ul style="list-style-type: none"> • Increase knowledge of community resources • Increase workforce opportunities • Neighborhood beautification

North Inland Region

Key Informant Interviews

(Responses have been paraphrased)

Employer Interview Key Questions

Lynn Graykowski, Neighborhood Healthcare

Question	Responses
1. How do you go about recruiting employees?	<ul style="list-style-type: none"> • One full time Human Resources employee is responsible for recruiting/posting open positions. • Job websites: Monster, Indeed, Jobing, Craigslist • Work with Schools such as Palomar and CSUSM, plus Technical schools like UEI for specific positions
2. Do you ever use community based organization's job developers? (For example, Family Self-Sufficiency program job developers)	<ul style="list-style-type: none"> • Have not worked with Interfaith's FSS program, but have worked with other organizations.
3. If so, which ones do you use and are they helpful?	<ul style="list-style-type: none"> • In El Cajon, partner with IRC (International Rescue Committee) working with refugees. Also, COMPACT and the SDWP
4. If not, why not?	<ul style="list-style-type: none"> • Some start as volunteers and have been hired on as employees
5. Do you find it easy to identify qualified candidates for your job vacancies?	<ul style="list-style-type: none"> • Not always easy. Customer Service is the most sought after skill. Professional appearance needed, starting with their interview. Other skills and qualifications needed are Critical thinking, problem solving, composure
6. If so, what are the skills/background you are looking for?	<ul style="list-style-type: none"> • Be able to represent the organization in a positive manner and be a good fit for the organization.
7. If not, what qualifications do many of your applicants not have that you need?	<ul style="list-style-type: none"> • Most positions require at least one year experience and all positions require applicants have a High School Diploma or GED
8. Are you able to promote your employees within the organization?	<ul style="list-style-type: none"> • Organization takes pride in the ability to promote within. Have 600 employees and 12 sites throughout the county.
9. If not, why are you not able to promote people?	<ul style="list-style-type: none"> • Started a 4-month mentoring program called Project LEAP (Leadership Experience Advancement Program) to train hourly employees that want to move into Management positions. Mentors include executive level staff.
10. If so, do they learn the skills they need to promote on the job or do they need additional training?	<ul style="list-style-type: none"> • NHC University which provides learning development courses.
11. If additional training is needed, do you work with any organizations locally to provide the training?	<ul style="list-style-type: none"> • Supervising Certificate 8 week program through CSUSM Extended Learning for employees going into supervising positions.
12. What do you think could encourage more business opportunities in the region?	<ul style="list-style-type: none"> • The new Palomar Hospital should be a big draw for businesses wanting to come to Escondido. • Outreach • Active communities – options for citizens

North Inland Region

13. Is there any additional information you would like to share?

- Opening a new location in Poway which will create more job opportunities. Also provide services in Riverside County.

Educator Interview Key Questions

Kimberly Israel, Escondido Union School District

Question	Responses
1. What do you think is essential for student success?	<ul style="list-style-type: none"> • Students need their basic needs met (clothing, food, shelter) to be able to focus in school • Sense of Security-safety on campus (sense of connection or belonging) • An engaging school (fosters to unique students' needs and challenges students) • Structure / Support outside of school (at home with access to academic support) • Afterschool programs (range of support services to help with any special needs) • Sense that the community is invested in the students
2. What are the issues in this community that you think contribute to some students not being successful?	<ul style="list-style-type: none"> • Lack of prevention • Families don't know where to go for services for basic needs – wrap around services • Common Core expectations – parents unable to help their students- causing heightened challenges
3. Do you think your students and their families are in need of additional supportive services? 4. If so, what services do you think would be helpful to them in achieving school success?	<ul style="list-style-type: none"> • Need access to services (especially for working parents who cannot afford to take time off): • Transportation assistance • School based services for health and mental health services • Offer universal services at the beginning of school (example - a resource fair)
5. Are there any community organizations that you think are very helpful to students and their families in the area?	<ul style="list-style-type: none"> • Interfaith – Basic needs • COMPACT – Youth Development • Escondido Police • Vista Hill- Mental Health • MHS- CAT – Mental Health Neighborhood Healthcare • Palomar Health – first 5 • County of San Diego – Suicide prevention, safe routes • City of Escondido – traffic, safety around schools
6. What are the top three things you think a community based organization could do to help students be successful at school?	<ul style="list-style-type: none"> • Offer services on campus (partner with the school) • Assistance for parents (assistance with transportation/ vouchers) • Home-based services – go to where the families are

North Inland Region

7. Is there any additional information you would like to share?

- Continual need for connection with community

Service Provider Interview Key Questions Stephanie Rasette, Interfaith Community Services

Question	Responses
1. What are the major issues you see in your community among low income/underserved people?	<ul style="list-style-type: none"> • Housing (Homelessness) • People not making a livable wage • Mental health treatment (County health is overcrowded) • Speedy access to services – not only emergency situations • Services are too expensive for most individuals even when on a sliding scale • Treatment centers – There is no accessible local detox center.
2. What services are available to meet those needs? What gaps in services do you see?	<ul style="list-style-type: none"> • There are some local services offered to treat mental health issues such as Mental Health Systems (MHS) or Exodus, but some services are only if the individual is in crisis. • Gaps: there is always a higher need for those that are not seen or turned away from services, Year round shelters are needed – not only during winter
3. What do you think could encourage more support/involvement in the community around issues of poverty?	<ul style="list-style-type: none"> • Educating people about poverty • Reducing the stigma of poverty • Community involvement to fill the gaps- Not always depending on government assistance for funds
4. What do you think could encourage community residents to become more active in their communities?	<ul style="list-style-type: none"> • Education on the type of volunteer opportunities available to help those in need, and the resulting impact long-term
5. What do you think are the top issues in this community regarding: 6. Health 7. Safety 8. Quality of Life (Thriving)	<ul style="list-style-type: none"> • Health - Access to good quality care • Safety • Dangerous communities (gangs/drugs) • Street lighting (mainly on Westside of Escondido) • Thriving • After school activities for youth • Poverty – not livable wage • Lack of resources to meet basic needs
9. Is there any additional information you would like to share?	<ul style="list-style-type: none"> • Really need to work on homelessness in this community. The shelter is only open from Dec-March and can only accommodate 30 men and 10 women.

Central Region

Needs Assessment Overview

- Hosted by Project New Village – Community Based Organization
- 12 Residential Leadership Academy Graduates
- 30 Community Forum Participants
- 109 Completed Surveys
- Key Informant Interviews
 - Employer - Michael Brunner, Executive Director, Jackie Robinson Family YMCA
 - Educator - Anthony Young, President, Rise San Diego
 - Service Provider - Celeste Hunter, Family Advocate, Alliance for Community Empowerment

Map of Central Region



Data Source: American Community Survey, Table B17024, 5yr estimates, 2008-2012, by census tract. Census tract estimates aggregated to Subregional Area.

Maps/Analysis by County of San Diego, Emergency Medical Services, Contact Isabel Curcos, Leslie Ray 619.285.6249. Map Date: June, 2014

Population with Income \leq 100% FPL
by Region and Subregional Area (SRA)
(2008-12, 5 year estimates*)



Central Region

Community Indicators

Key Health Indicators	Explanation	Desired Trend	San Diego	Central
Ate Fast Food 3 or More Times in the Past Week	Includes fast food meals eaten at work (or school), at home or at fast food restaurants, including carryout or drive through	↓	18.9%	21.3%
Binge Drinking in Past Year (ages 18+)	Binge drinking is consuming 5 or more alcoholic drinks on at least one occasion in the past year for males; 4 or more for females	↓	34.9%	38.3%
Lack of Health Insurance	Percent of population without health insurance, 18-64 years of age	↓	17.7%	21.5%
Life Expectancy	Measure of length and duration of life expected at birth	↑	81.5 years	80.3yrs
Overweight/Obese (ages 18+)	Percent of population that is overweight or obese, labels for ranges of weight that are greater than what is considered healthy for a given height	↓	58.5%	55%

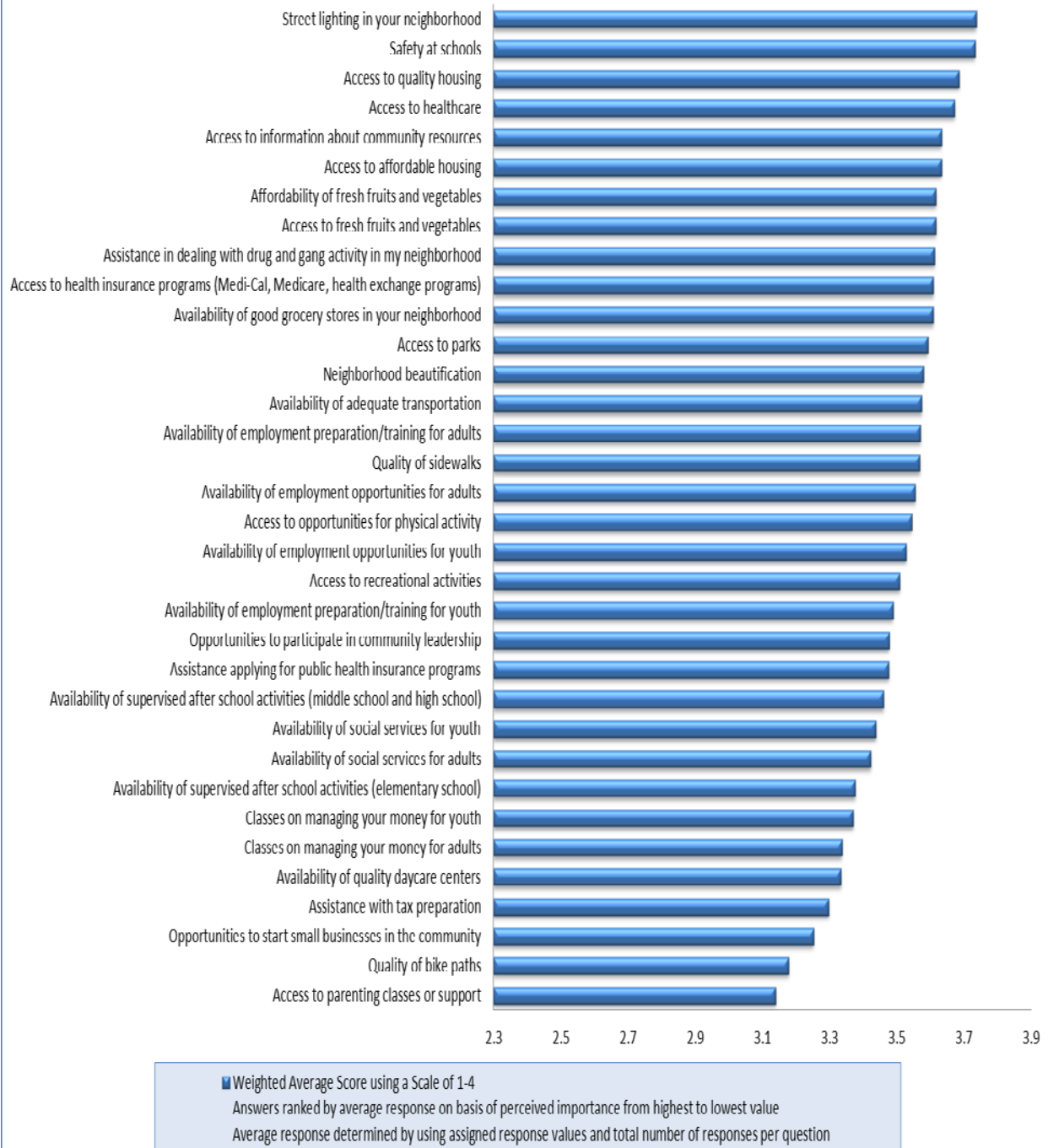
Key Safety Indicators	Explanation	Desired Trend	San Diego	Central
Child Car Safety Restraint Use	Percent of children ages 0-5 who are properly restrained as motor vehicle occupants in crashes occurring on public roads	↑	96.2%	100%
Linguistic Isolation	Percent of population isolated because they are unable to communicate effectively in English	↓	8.7%	13%
Perception of Safety	Percent of population that feels safe in their neighborhood	↑	94.4%	86.8%
Thoughts of Suicide (ages 18+)	Adults that have ever seriously thought about committing suicide	↓	7.4%	7.6%
Unintentional Injury	Number of unintentional injuries per 100,000 people	↓	5,626	6114.3

Key Thriving Indicators	Explanation	Desired Trend	San Diego	Central
Poverty Rate (At/Below FPL) – Total Population	Percent of the total population living below the Federal Poverty Level (FPL)	↓	13.9%	21.93%
Poverty Rate (At/Below FPL) – Families with Children	Percent of families with children living below the FPL	↓	14.6%	25.88%
Spending Less than 1/3 of Income on Housing	Percent of population spending less than a third of their income on housing	↑	48.9%	44.9%
Unemployment Rate	Percent of total labor force that is unemployed (actively seeking employment and willing to work)	↓	9.1%	10.1%
High School Diploma or Equivalent	Percent of population with a High School Diploma or Equivalent	↑	84.3%	76.1%
Less than a High School Diploma or Equivalent	Percent of population with less than a High School Diploma or Equivalent	↓	15.7%	23.9%
Food Insecurity	Percent of population who have experienced food insecurity	↓	35.1%	30.1%

Survey Results (N=109)

Central Region

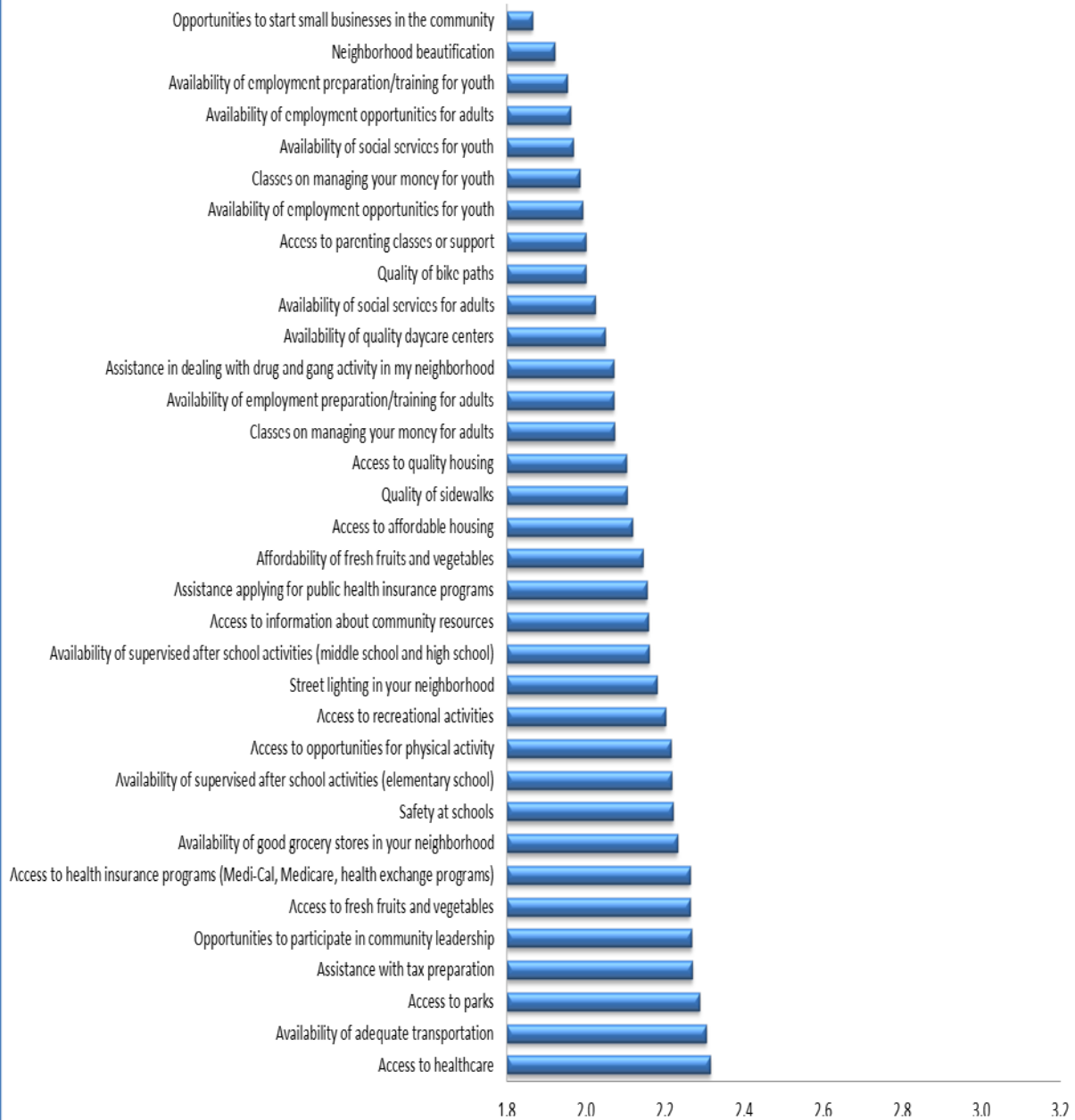
Needs Assessment Survey - Central Region Priorities



Survey Results (N=109)

Central Region

Needs Assessment Survey - Central Region Satisfaction of Services



■ Weighted Average Score using a Scale of 1-4

Answers ranked by average response on basis of perceived satisfaction from lowest to highest value

Average response determined by using assigned response values and total number of responses per question

Key Findings - Surveys

Central Region

- Importance: *Average scores for resources ranged between “important” (3) and “very important” (4).*
 - Of those that scored highest, common themes included:
 - Street lighting in your neighborhood
 - Safety at schools
 - Access to quality housing
 - Access to healthcare
 - Access to information about community resources
- Satisfied: *All resources received average score of less than satisfied (lower than 3).*
 - Of those that scored lowest, common themes included:
 - Opportunities to start small businesses in the community
 - Neighborhood beautification
 - Availability of employment preparation/training for youth

Public Forum Themes Public Forums were structured to address focus areas of San Diego County's *Live Well San Diego* Strategy – health, safety and thriving. The table below contains the high-level summary of feedback from the Central Public Forum.

<i>Live Well San Diego</i> Components	Issues	Strategies
Health	<ul style="list-style-type: none"> • Prevalence of fast food • Drug use/abuse • Violence • Liquor stores & smoke shops 	<ul style="list-style-type: none"> • Promotion of farmers markets • Increasing/encouraging fitness opportunities, including walking
Safety	<ul style="list-style-type: none"> • Lack of lighting • Sidewalks in need of repair • Signal lights and signage 	<ul style="list-style-type: none"> • Community gathering places • Creating culture of engagement
Thriving	<ul style="list-style-type: none"> • Fear • Lack of access to resources • Lack of community pride/unity • Lack of jobs 	<ul style="list-style-type: none"> • More youth programs, including jobs, mentoring • Increase education opportunities youth/adults • Community collaboration • Mediation

Key Informant Interviews
(Responses have been paraphrased)

Central Region

Employer Interview Key Questions

Michael Brunker, Executive Director, Jackie Robinson Family YMCA

Question	Responses
1. How do you go about recruiting employees?	<ul style="list-style-type: none"> We use every means necessary to communicate job opportunities; all positions are posted online and that is how you must apply. The Y publicizes on media outlets, including posting open positions on FaceBook, with a link on how to get to the job opportunity. Also, by word-of-mouth and emails. I want everyone to know about it [job openings] and not simply rely on the traditional methods.
2. Do you ever use community based organization's job developers? (For example, Family Self-Sufficiency program job developers)	<ul style="list-style-type: none"> The closest example of that is the South Metro Career Center, that's the only one I can think of, but that just tells me it is something that we really need in the community. South Metro Career/Workforce Partnership isn't community based and I can't think of anyone. No one was dedicated for job development that I know of, it is definitely a need in the community.
3. If so, which ones do you use and are they helpful?	
4. If not, why not?	
5. Do you find it easy to identify qualified candidates for your job vacancies?	<ul style="list-style-type: none"> It is absolutely not easy, the keyword is qualified candidates. Every opening we have at the YMCA in San Diego County, may receive at least 200 applications, whether it be entry level or the professional (director), if your application doesn't give some kind of evidence that you have the competences that are required by that position, you can't go for it, and it's not easy. We also may find qualified people, but may not be able to compensate them at the salary level they expect. Candidates must have the required skills, pass background, and Interviewing skills are critical. We look for candidates who want the job and know the community, candidates who dress for success, and have the training/competencies needed. Applicants need but a lot of times don't have a clear understanding of what they're interviewing for, and if they can do the job, what history, experiences and maturity in that position are they bringing to the table.
6. If so, what are the skills/background you are looking for?	
7. If not, what qualifications do many of your applicants <u>not</u> have that you need?	

Central Region

<p>8. Are you able to promote your employees within the organization?</p> <p>9. If not, why are you not able to promote people?</p> <p>10. If so, do they learn the skills they need to promote on the job or do they need additional training?</p> <p>11. If additional training is needed, do you work with any organizations locally to provide the training?</p>	<ul style="list-style-type: none"> • Yes, we are known for that. There's nothing I value more than the ability to promote from within, I call that "successorship". "Successorship" is what we are doing to prepare the next leaders. • Multicultural development program - this helps people of color retain employment, promote by giving them the tools they need to be successful. • Bridging the Gap - in partnership with Bank of America, this program deals with improvement of hourly staff. We identify people to start grooming by providing job counseling, annual performance/career training reviews, and education or training, either within the Y or outside.
<p>12. What do you think could encourage more business opportunities in the region?</p>	<ul style="list-style-type: none"> • Entrepreneurial information and training. • I started the AAU, NYSP and the PAL here in San Diego. That is the initiative, where people stop looking to work for someone else. If you can become entrepreneurial you can stop looking for a paycheck. • When you create a business, you might get big enough to hire someone else. Instead of teaching kids about getting a job, teach them to be their own boss. Go to college; learn what it takes to be your own boss.
<p>13. Is there any additional information you would like to share?</p>	<ul style="list-style-type: none"> • I'm on the United Way Health Vision Council. Education, health, jobs and homelessness are their visions. Previously their focus was on these issues individually now the focus is collective impact. How do we become collectively strong and use our resources effectively? • Currently, there is over \$1 million available through various funding. We are looking towards Kindergarten readiness, in an attempt to make sure 3rd grade reading levels are improved. We have heard in many forums that prison proforma are based on 3rd grade reading levels. This community's reading levels are also not strong. • Male involvement. Perhaps doing something like reading to a child starting as young as a month old. • We need to get young boys engaged at an early age. We need to help make sure young men are grounded and stable. If we can get the stability and influence of the family at the forefront, a whole lot of these issues of health, safety and quality of life will improve.

Central Region

Educator Interview Key Questions

Anthony Young, President, Rise San Diego

Question	Responses
1. What do you think is essential for student success?	<ul style="list-style-type: none"> • Parent engagement and involvement – I worked 5 years at Muirlands in La Jolla and 4 years at O'Farrell, kids are just as smart in both schools, but the achievement was different partly because the parents in La Jolla are much more engaged. • Teachers must have faith and believe that students can achieve - If the teachers don't believe, that will be shown in the classroom. • Culture of Education – create a culture where the community actually believes and supports kids and their education. We must praise education as much as we praise football.
2. What are the issues in this community that you think contribute to some students not being successful?	<ul style="list-style-type: none"> • The things I talked about in the first question, but also I think the system is not set up for student success. When you hear about some of the advocates for our educators, they say they are advocating for student success, but they are really advocating for adult salaries.
3. Do you think your students and their families are in need of additional supportive services?	<ul style="list-style-type: none"> • Yes. I think supportive services should be focused on important skills like math, science, reading and writing, early on.
4. If so, what services do you think would be helpful to them in achieving school success?	<ul style="list-style-type: none"> • There should be additional resources placed for afterschool activities. Kids should have somewhere to go when they leave the classroom. Children have professionals help them do homework assignments, a structured afterschool intense support. • Technology is important. A laptop is important, but it is not the most essential thing. I think Socrates would do a good job now.
5. Are there any community organizations that you think are very helpful to students and their families in the area?	<ul style="list-style-type: none"> • Head Start is very good, it gives a young child a good start. • The Elementary Institute of Science (EIS) is very good. • Libraries have some good opportunities and churches could do better and be helpful.
6. What are the top three things you think a community based organization could do to help students be successful at school?	<ul style="list-style-type: none"> • See above answers. • School districts and non-profits should be in alignment with the school system's goals. If the school system is focusing on STEM or STEAM, the non-profits should focus on that too. We give a non-profit a contract to do something that doesn't fit. • Non-profits need a cultural understanding of the people they are working with. They should understand the community, the student and the goals of the school district.

Central Region

7. Is there any additional information you would like to share?

- The structure needs to change and be reflective of what's going on now. In many instances we are still using the model that was designed in the 1900's. It's not just putting a computer in a kids face and thinking that is the answer, it has to be a reconfiguration.
- Create a parent union. The teachers union is probably one of the most powerful in the state. Parents being at the table during negotiations. Teachers, administrators, and parents all have equal power.
- Every school gets paid by attendance. Parents have the power to say, you're not going to school this week. That is the only way that folks will listen to parents. Something drastic like that has to happen.

Service Provider Interview Key Questions

Celeste Hunter, Alliance for Community Empowerment

Question	Responses
1. What are the major issues you see in your community among low income/underserved people?	<ul style="list-style-type: none"> • Safety, transportation and lack of resources and knowledge of what resources are out there. How do we take back our community so that we feel safe and able to trust someone that can help.
2. What services are available to meet those needs? What gaps in services do you see?	<ul style="list-style-type: none"> • Residents don't know about Metro discounts and jobs available to them. • Our clients can't get around because bus schedules are limited. • Organizations are not connecting with each other regarding gaps.
3. What do you think could encourage more support/involvement in the community around issues of poverty?	<ul style="list-style-type: none"> • Community leaders, businesses and churches coming together. • Assistance of our elected officials to help our communities.
4. What do you think could encourage community residents to become more active in their communities?	<ul style="list-style-type: none"> • Mentorship programs where residents are learning from other residents, "passing the torch". • Making residents feel valued and that their opinions count. • Include residents in community planning meetings and giving them a platform to have their voices heard.
5. What do you think are the top issues in this community regarding: 6. Health 7. Safety 8. Quality of Life (Thriving)	<ul style="list-style-type: none"> • Mental illness. More awareness around mental illness, PTSD, trauma and removing associated stigma. • Communities are living in fear, young people are dying and violence is occurring everywhere. • Streets are not safe to walk due to lack of lighting at night and even during the day you have to be aware of your surroundings at all time.

Central Region

9. Is there any additional information you would like to share?

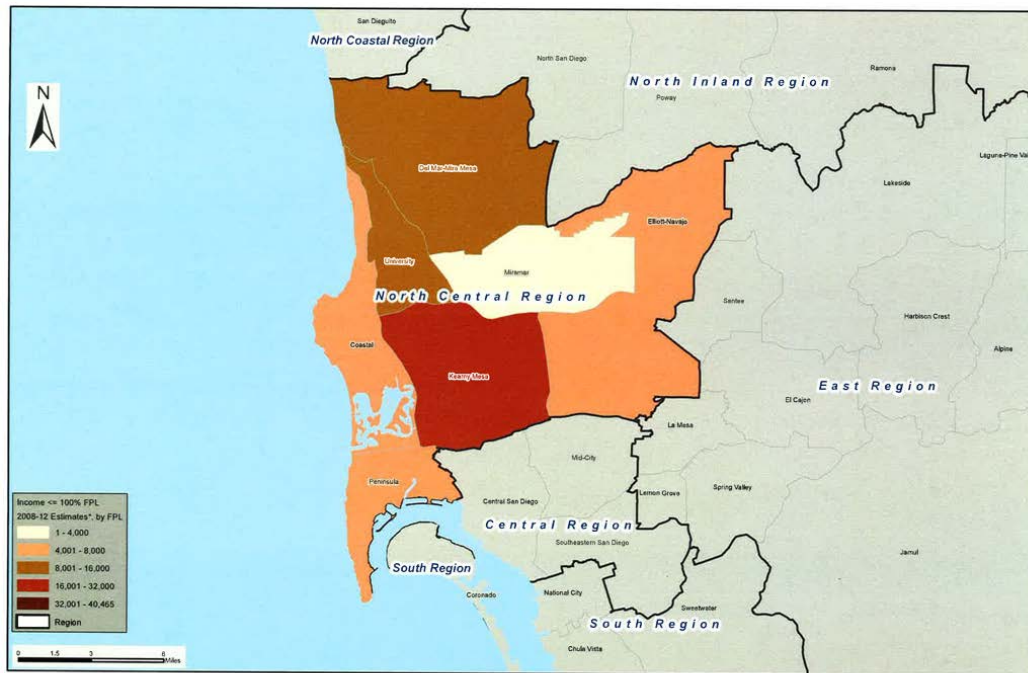
- I would like to say that this resident leadership training is an example of getting residents motivated, this produces leaders! This is how it is done, residents coming together to address their own needs and issues.

North Central Region

Needs Assessment Overview

- Hosted by Bayside
- 22 RLA Graduates
- 50 Community Forum Participants
 - Spanish translation provided
- 109 Completed Surveys
- Key Informant Interviews
 - Employer – Melanie Von Schroter, SAY San Diego
 - Educator – Lauren Heimbürger, University of San Diego and Maria Silva, University of San Diego
 - Social Services Provider – Samer Naji, Center on Policy Initiatives

Map of North Central Region



Data Source: American Community Survey, Table B17024, 5yr estimates, 2008-2012, by census tract. Census tract estimates aggregated to Subregional Area.

Maps/Analysis by County of San Diego, Emergency Medical Services.
Contact Isabel Corcos, Leslie Ray 619.285.6249. Map Date: June, 2014

Population with Income ≤ 100% FPL
by Region and Subregional Area (SRA)
(2008-12, 5 year estimates*)



North Central Region

Community Indicators

Key Health Indicators	Explanation	Desired Trend	San Diego	North Central
Ate Fast Food 3 or More Times in the Past Week	Includes fast food meals eaten at work (or school), at home or at fast food restaurants, including carryout or drive through	↓	18.9%	18.5%
Binge Drinking in Past Year (ages 18+)	Binge drinking is consuming 5 or more alcoholic drinks on at least one occasion in the past year for males; 4 or more for females	↓	34.9%	34.8%
Lack of Health Insurance	Percent of population without health insurance, 18-64 years of age	↓	17.7%	11.4%
Life Expectancy	Measure of length and duration of life expected at birth	↑	81.5 years	83.5yrs
Overweight/Obese (ages 18+)	Percent of population that is overweight or obese, labels for ranges of weight that are greater than what is considered healthy for a given height	↓	58.5%	48.2%

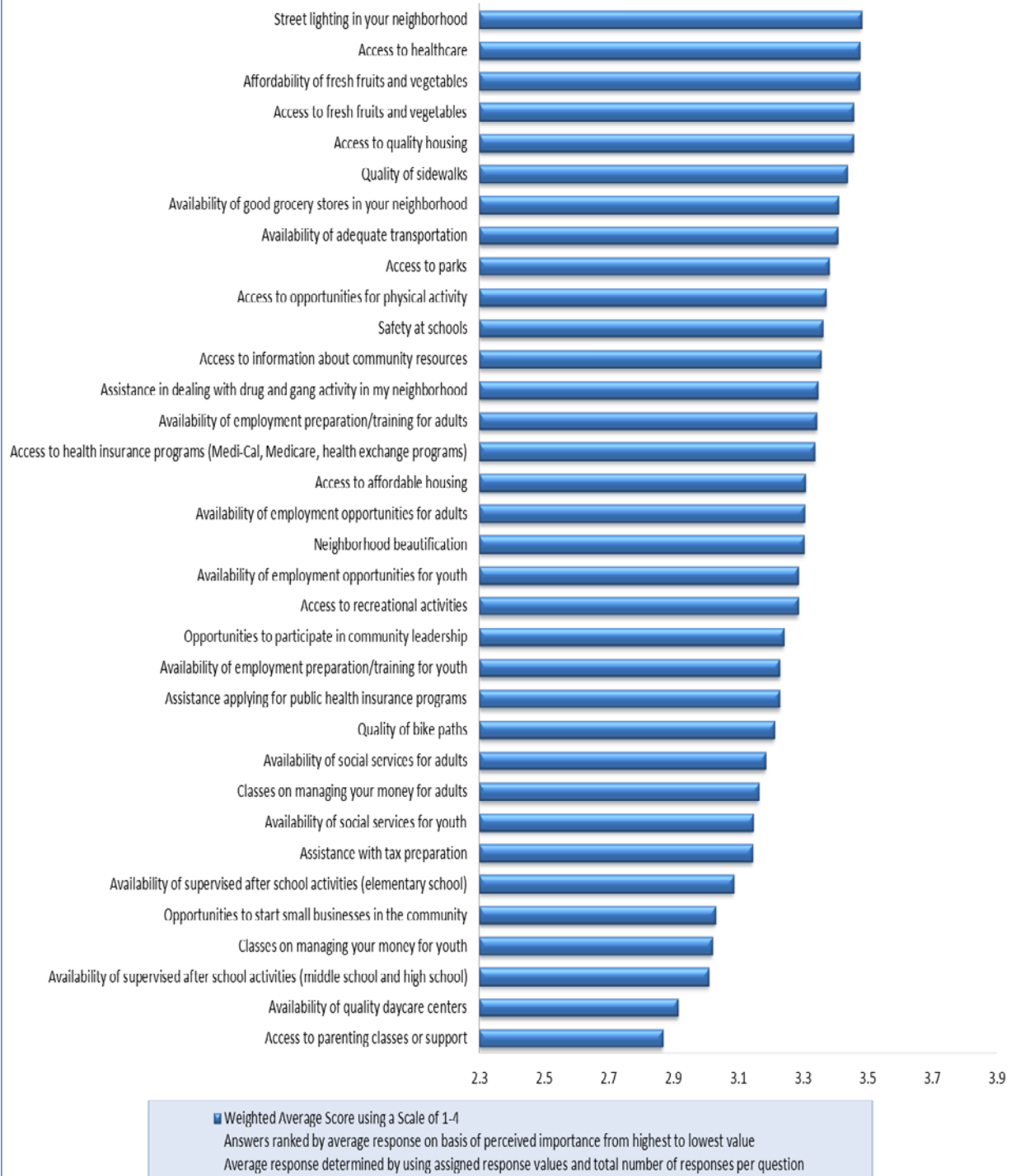
Key Safety Indicators	Explanation	Desired Trend	San Diego	North Central
Child Car Safety Restraint Use	Percent of children ages 0-5 who are properly restrained as motor vehicle occupants in crashes occurring on public roads	↑	96.2%	96%
Linguistic Isolation	Percent of population isolated because they are unable to communicate effectively in English	↓	8.7%	5%
Perception of Safety	Percent of population that feels safe in their neighborhood	↑	94.4%	96.5%
Thoughts of Suicide (ages 18+)	Adults that have ever seriously thought about committing suicide	↓	7.4%	8.3%
Unintentional Injury	Number of unintentional injuries per 100,000 people	↓	5,626.4	4596.7

Key Thriving Indicators	Explanation	Desired Trend	San Diego	North Central
Poverty Rate (At/Below FPL) – Total Population	Percent of the total population living below the Federal Poverty Level (FPL)	↓	13.9%	10.91%
Poverty Rate (At/Below FPL) – Families with Children	Percent of families with children living below the FPL	↓	14.6%	8.43%
Spending Less than 1/3 of Income on Housing	Percent of population spending less than a third of their income on housing	↑	48.9%	53.2%
Unemployment Rate	Percent of total labor force that is unemployed (actively seeking employment and willing to work)	↓	9.1%	7.6%
High School Diploma or Equivalent	Percent of population with a High School Diploma or Equivalent	↑	84.3%	94.2%
Less than a High School Diploma or Equivalent	Percent of population with less than a High School Diploma or Equivalent	↓	15.7%	5.8%
Food Insecurity	Percent of population who have experienced food insecurity	↓	35.1%	52%

North Central Region

Survey Results (N=109)

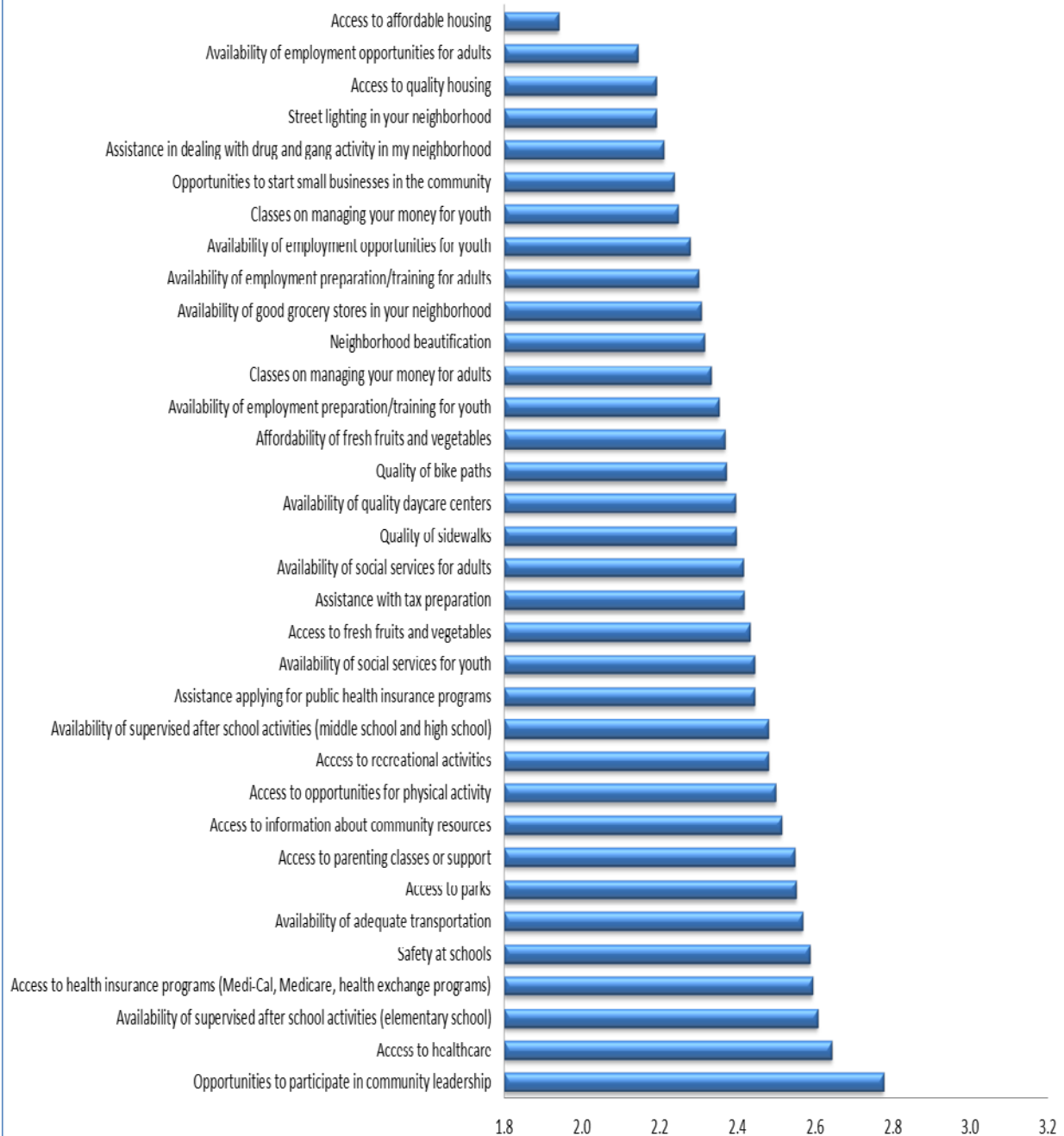
Needs Assessment Survey - North Central Region Priorities



North Central Region

Survey Results (N=109)

Needs Assessment Survey - North Central Satisfaction of Services



■ Weighted Average Score using a Scale of 1-4

Answers ranked by average response on basis of perceived satisfaction from lowest to highest value

Average response determined by using assigned response values and total number of responses per question

North Central Region

Key Findings - Surveys

- Importance: *Average scores for resources ranged between “unimportant” (2) and “very important” (4).*
 - Of those that scored highest, common themes included:
 - Community engagement
 - Access to healthy food
 - Improvements to infrastructure
 - Quality programs for children and young adults
 - Help navigating health care system
- Satisfied: *All resources received average score of less than satisfied (lower than 3).*
 - Of those that scored lowest, common themes included:
 - Employment services for adults and youth
 - Assistance with asset management
 - Housing

Public Forum Themes: Public Forums were structured to address focus areas of San Diego County's *Live Well San Diego* Strategy – health, safety and thriving. The table below contains the high-level summary of feedback from the North Inland Public Forum.

<i>Live Well San Diego</i> Components	Issues	Strategies
Health	<ul style="list-style-type: none"> Limited access to affordable, healthy food Frustration with high wait times for patients at doctor's offices and clinics 	<ul style="list-style-type: none"> Increase education on healthy eating, nutrition and farmers market Community action to address wait times at medical facilities
Safety	<ul style="list-style-type: none"> Poor lighting in Kelly Park and surrounding neighborhoods Pedestrian and bicyclist safety, especially in school zones 	<ul style="list-style-type: none"> Partner with SDPD to increase police surveillance Pedestrian/bicyclist safety education, particularly for children
Thriving	<ul style="list-style-type: none"> Lack of education and employment opportunities 	<ul style="list-style-type: none"> Family strengthening programs

North Central Region

Key Informant Interviews

(Responses have been paraphrased)

Employer Interview Key Questions

Melanie Von Schroter, SAY San Diego, October 22, 2014

Question	Responses
1. How do you go about recruiting employees?	<ul style="list-style-type: none"> Recruit via magazines, internet (most common), job fairs, job agencies, personal references, etc. Personal references, community relationships, and recommendations are key. Resume, interview, human resources, references, in-person conversations Emphasize applicant's educational background
2. Do you ever use community based organization's job developers? (For example, Family Self-Sufficiency program job developers)	<ul style="list-style-type: none"> SAY uses community-based organizations, which include afterschool programs, school counselors, etc. One example is Prime Time, which is offered at Kit Carson Elementary School in Linda Vista SAY receives recommendations for employment from community-based organizations
3. If so, which ones do you use and are they helpful?	
4. If not, why not?	
5. Do you find it easy to identify qualified candidates for your job vacancies?	<ul style="list-style-type: none"> Generally not difficult to fill the vacancies at SAY, but it depends on the position being filled Sometimes difficult to hire employees in such a diverse community as Linda Vista because of language barriers (Arabic, Vietnamese, Spanish, English, etc.) and the attention to cultural sensitivity Often are looking for bilingual candidates that have a variety of skills and background Looking for computer literacy, hard workers, experienced, and responsible
6. If so, what are the skills/background you are looking for?	
7. If not, what qualifications do many of your applicants not have that you need?	
8. Are you able to promote your employees within the organization?	<ul style="list-style-type: none"> There are opportunities to promote employees SAY finds it's easy to promote employees when the employees' heart is in the work SAY works with outside organizations to provide training Promotions depend on the position available, and the employee's experience, availability, and work ethic
9. If not, why are you not able to promote people?	
10. If so, do they learn the skills they need to promote on the job or do they need additional training?	
11. If additional training is needed, do you work with any organizations locally to provide the training?	

North Central Region	
12. What do you think could encourage more business opportunities in the region?	<ul style="list-style-type: none"> • Support the local community and businesses in Linda Vista by shopping, buying, and investing here; keep the money local; buy local food • More tienditas and small local stores (e.g. organic food stores, supermarket, shoe and clothing stores, etc.) to support the local economy
13. Is there any additional information you would like to share?	<ul style="list-style-type: none"> • Reiterated the value of the Resident Leadership Academy, and the valuable work the students have invested in and committed themselves to; the RLA advances the community, and it moves it forward • Need to work together to improve the community • Importance of instilling in children the values of responsibility, discipline, morals, honor, and work ethic. A good employee has these values • Community members can be a part of this needs assessment process

Educator Interview Key Questions

Lauren Heimburger and Maria Silva, Montgomery Middle School & University of San Diego

October 29, 2014

Question	Responses
1. What do you think is essential for student success?	<ul style="list-style-type: none"> • University-level degree • Parental/family, and teacher/counselor support • Commitment to studies and desire to learn. • Work with students to strengthen and inspire them to learn and graduate • Volunteer experience and responsibility
2. What are the issues in this community that you think contribute to some students not being successful?	<ul style="list-style-type: none"> • Lack of parental/family support for education • Lack of support by teachers • Bullying in school • Need for more tutoring programs • Parents lack English language skills to help students with homework • Gang activity that can attract adolescents • Not enough extracurricular/recreational activities for youth
3. Do you think your students and their families are in need of additional supportive services? 4. If so, what services do you think would be helpful to them in achieving school success?	<ul style="list-style-type: none"> • Services needed include: Counseling for families to increase effective communication between parents and children, more support through parent-teacher meetings, more after-school homework support, self-esteem building for students, more cultural understanding from teachers • Parents need English language classes to be able to assist children with homework

North Central Region	
5. Are there any community organizations that you think are very helpful to students and their families in the area?	<ul style="list-style-type: none"> • Bayside Community Center, Access, and SAY SD • Programs offered through local schools and universities (e.g. USD, UCSD, SDSU) • Kit Carson's Parent Teacher Student Association is a good example, started by the teachers • Prime Time and Segundo Paso are also good example for elementary school children.
6. What are the top three things you think a community based organization could do to help students be successful at school?	<ul style="list-style-type: none"> • Support students through tutoring/mentoring programs, homework afterschool programs. Offer language classes (English as a Second Language, ESL) • Provide extracurricular activities, likes sports (e.g. football) • Increase ties between parents and teachers
7. Is there any additional information you would like to share?	<ul style="list-style-type: none"> • It's important to study and serve the community

Service Provider Interview Key Questions

Samer Naji, Center on Policy Initiatives, Community Budget Alliance, October 21, 2014

Question	Responses
1. What are the major issues you see in your community among low income/underserved people?	<ul style="list-style-type: none"> • The voice of the low-income residents is not heard as much as other populations • It's up to the people to mobilize in their community, but it's hard because people can't always get the word out on issues or advocacy projects • Challenges to residents becoming involved in community planning; residents don't know who to contact and how to engage the process
2. What services are available to meet those needs? What gaps in services do you see?	<ul style="list-style-type: none"> • The Center on Policy Initiatives, particularly through the Community Budget Alliance, advocates for the low-income, underserved communities
3. What do you think could encourage more support/involvement in the community around issues of poverty?	<ul style="list-style-type: none"> • Making it easier to be able to voice the community's needs, providing an easier access and vehicle for residents to share their opinions and voice • Bringing more awareness about who's making what decisions • Begin by talking with one's neighbor
4. What do you think could encourage community residents to become more active in their communities?	<ul style="list-style-type: none"> • Cultivating stronger relationships between neighbors • Awareness of community planning and decision making • Make residents aware of and engage with already available community networks, organizations, advocacy groups, etc.

North Central Region

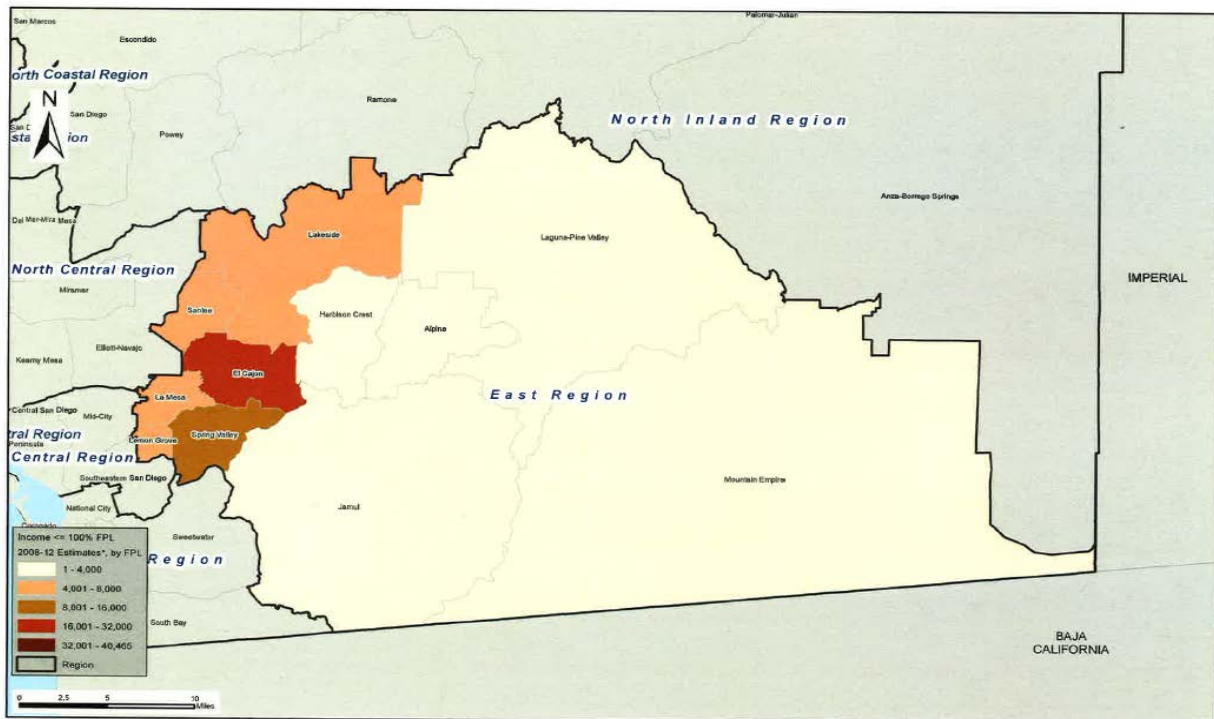
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| 5. What do you think are the top issues in this community regarding: | <ul style="list-style-type: none">• Quality of life, Issues of minimum wage and cost of living. By increasing economic stability, a community is increasing its residents' quality of life, which, in this case, could include increased access to health care and/or higher quality health care. |
| 6. Health | |
| 7. Safety | |
| 8. Quality of Life (Thriving) | |
| 9. Is there any additional information you would like to share? | <ul style="list-style-type: none">• Community input should be at every step of the way in the decision making and community planning process |

East Region

Needs Assessment Overview

- Hosted by El Cajon Collaborative
- 22 Residential Leadership Academy Graduates
- 35 Community Forum Participants
- 105 Completed Surveys
- Key Informant Interviews
 - ♦ Employer - Craig Wiedekehr, Business Owner East Co. Metal Supply
 - ♦ Educator - Jennifer Grondek, Cajon Valley Union School District
 - ♦ Service Provider - Barbara Warner, Spring Valley Youth & Family Coalition

Map of East Region



Data Source: American Community Survey, Table B17024, 5yr estimates, 2008-2012, by census tract. Census tract estimates aggregated to Subregional Area.

Maps/Analysis by County of San Diego, Emergency Medical Services.
Contact Isabel Corcos, Leslie Ray 619.285.6249. Map Date: June, 2014

Population with Income ≤ 100% FPL
by Region and Subregional Area (SRA)
(2008-12, 5 year estimates*)



East Region

Community Indicators

Key Health Indicators	Explanation	Desired Trend	San Diego	East
Ate Fast Food 3 or More Times in the Past Week	Includes fast food meals eaten at work (or school), at home or at fast food restaurants, including carryout or drive through	↓	18.9%	22.2%
Binge Drinking in Past Year (ages 18+)	Binge drinking is consuming 5 or more alcoholic drinks on at least one occasion in the past year for males; 4 or more for females	↓	34.9%	36%
Lack of Health Insurance	Percent of population without health insurance, 18-64 years of age	↓	17.7%	15.7%
Life Expectancy	Measure of length and duration of life expected at birth	↑	81.5 years	79.4yrs
Overweight/Obese (ages 18+)	Percent of population that is overweight or obese, labels for ranges of weight that are greater than what is considered healthy for a given height	↓	58.5%	67.2%

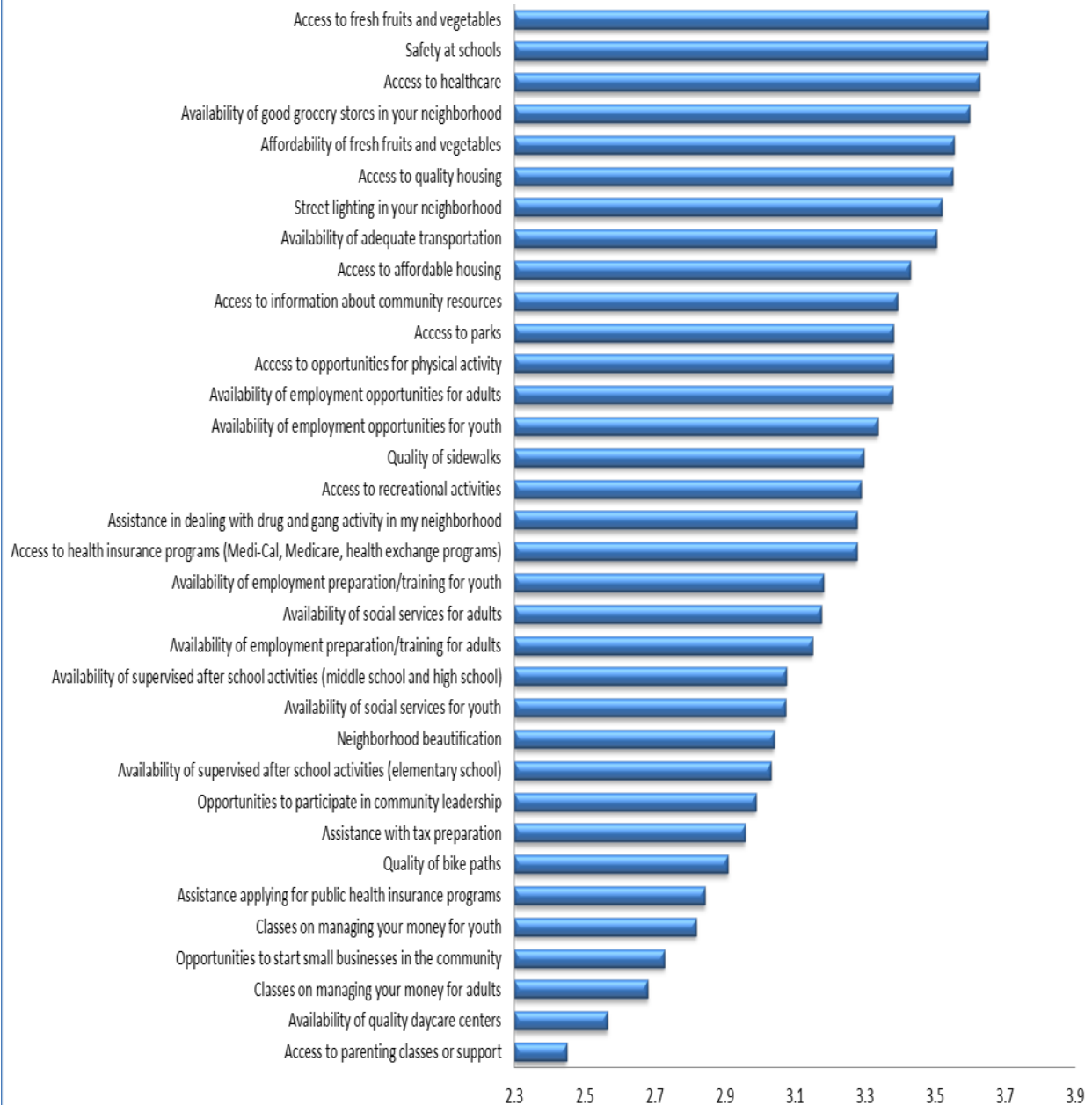
Key Safety Indicators	Explanation	Desired Trend	San Diego	East
Child Car Safety Restraint Use	Percent of children ages 0-5 who are properly restrained as motor vehicle occupants in crashes occurring on public roads	↑	96.2%	91.3%
Linguistic Isolation	Percent of population isolated because they are unable to communicate effectively in English	↓	8.7%	13%
Perception of Safety	Percent of population that feels safe in their neighborhood	↑	94.4%	93.4%
Thoughts of Suicide (ages 18+)	Adults that have ever seriously thought about committing suicide	↓	7.4%	7.7%
Unintentional Injury	Number of unintentional injuries per 100,000 people	↓	5,626.4	6,746

Key Thriving Indicators	Explanation	Desired Trend	San Diego	East
Poverty Rate (At/Below FPL) – Total Population	Percent of the total population living below the Federal Poverty Level (FPL)	↓	13.9%	14.28%
Poverty Rate (At/Below FPL) – Families with Children	Percent of families with children living below the FPL	↓	14.6%	16.11%
Spending Less than 1/3 of Income on Housing	Percent of population spending less than a third of their income on housing	↑	48.9%	49.8%
Unemployment Rate	Percent of total labor force that is unemployed (actively seeking employment and willing to work)	↓	9.1%	10.1%
High School Diploma or Equivalent	Percent of population with a High School Diploma or Equivalent	↑	84.3%	86.1%
Less than a High School Diploma or Equivalent	Percent of population with less than a High School Diploma or Equivalent	↓	15.7%	13.9%
Food Insecurity	Percent of population who have experienced food insecurity	↓	35.1%	17.2%

East Region

Survey Results (N=105)

Needs Assessment Survey - East Region Priorities



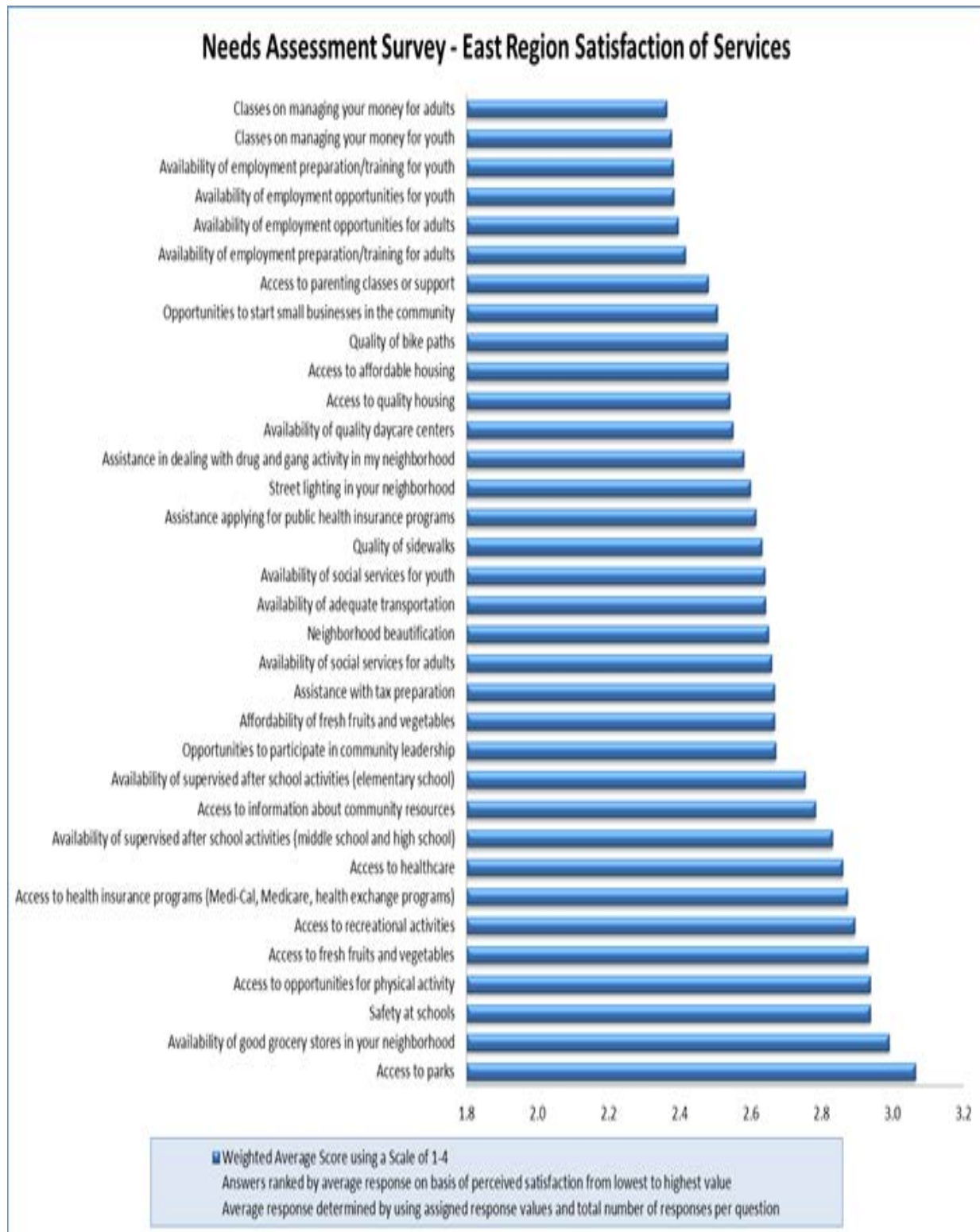
■ Weighted Average Score using a Scale of 1-4

Answers ranked by average response on basis of perceived importance from highest to lowest value

Average response determined by using assigned response values and total number of responses per question

East Region

Survey Results (N=105)



East Region

Key Findings - Surveys

- Importance: *Average scores for resources ranged between “unimportant” (2) and “very important” (4).*
 - Of those that scored highest, common themes included:
 - Community engagement
 - Access to healthy food
 - Improvements to infrastructure
 - Quality programs for children and young adults
 - Help navigating health care system
- Satisfied: *All resources received average score of less than satisfied (lower than 3).*
 - Of those that scored lowest, common themes included:
 - Employment for adults and youth, particularly refugee community
 - Assistance with asset management
 - Housing

Public Forum Themes: Public Forums were structured to address focus areas of San Diego County's *Live Well San Diego* Strategy – health, safety and thriving. The table below contains the high-level summary of feedback from the East Public Forum.

<i>Live Well San Diego Components</i>	Issues	Strategies
Health	<ul style="list-style-type: none"> • Limited access to healthy options • Health Interpretation • Lack of mental health/addiction resources (and awareness) • Lack of education on healthy lifestyles 	<ul style="list-style-type: none"> • Improve access to medical care • Increase healthy behaviors • Multilingual health resources • Gardening education • Addiction programs
Safety	<ul style="list-style-type: none"> • Lack of lighting • Homelessness • Crime 	<ul style="list-style-type: none"> • Cultural sensitivity of police officers, educators • Promote family programs and neighborhood watch • Improved lighting
Thriving	<ul style="list-style-type: none"> • Language barriers • Refugees lack of empowerment • Lack of child care • Transportation 	<ul style="list-style-type: none"> • Increase community engagement • Offer education/services at home • Improve public transportation • Additional acculturation opportunities for refugees

East Region

Key Informant Interviews

(Responses have been paraphrased)

Employer Interview Key Questions

Craig Wiedekehr, Business Owner East Co. Metal Supply

Question	Responses
1. How do you go about recruiting employees?	<ul style="list-style-type: none"> El Cajon Metal Supply has been in business for forty-five years in San Diego. Most of the recruitment for employees is done by word of mouth. Many of the employees began as young people out of high school who needed to learn a trade. They developed the necessary skills to work in welding, construction, sales and automotive repair.
2. Do you ever use community based organization's job developers? (For example, Family Self-Sufficiency program job developers)	<ul style="list-style-type: none"> With the declining business over that past few years, it hasn't been necessary to use a community-based organization job developer. Many of El Cajon Metal Supply's employees are staying in their positions longer or are being recruited for promotions within. Over the last six years, they have had to cut positions or combine positions to reduce staff.
3. If so, which ones do you use and are they helpful?	
4. If not, why not?	
5. Do you find it easy to identify qualified candidates for your job vacancies?	<ul style="list-style-type: none"> The majority of positions that have been open over the past few years were for entry level warehouse help. Young people need to have basic math skills and the ability to read measuring instruments. Math skills may include converting measurements and pricing. Many students' graduating from high don't have the skills necessary to fill these entry level positions. Lack of motivation with many of the graduates. Although warehouse workers aren't high wage earners, many of them begin above minimum wage and work their way up quickly. It is difficult when they are late, call in sick frequently or are distracted at work by personal issues. There has been a definite decline of motivated young people who want to begin "at the bottom."
6. If so, what are the skills/background you are looking for?	
7. If not, what qualifications do many of your applicants <u>not</u> have that you need?	

East Region

<p>8. Are you able to promote your employees within the organization?</p> <p>9. If not, why are you not able to promote people?</p> <p>10. If so, do they learn the skills they need to promote on the job or do they need additional training?</p> <p>11. If additional training is needed, do you work with any organizations locally to provide the training?</p>	<ul style="list-style-type: none"> • In the forty-five years that El Cajon Metal Supply has been in business, the owner has always promoted within. The additional training usually comes from learning on the job but they do not provide any formal training classes. Employees have often times taken additional adult education courses to advance their knowledge of business. • A dedicated employee is so valuable to the company, that it has proven successful to promote someone who is hardworking and willing to learn. This is the most important trait that the employee must have before they are considered for promotion. The staff works directly with suppliers and customers and they need to be dedicated to provide the personal attention that the supplier and customer deserve. There is so much competition within the business that customer service is what keeps the company flourishing during difficult economic times.
<p>12. What do you think could encourage more business opportunities in the region?</p>	<ul style="list-style-type: none"> • El Cajon Metal Supply stated that there should be less government intervention. The regulations make it difficult for an independent company to continue to work on a small scale and compete with larger companies. • Rising energy costs continue to plague small businesses. It has become very expensive to cover these costs especially when the economy is still recuperating. A large percentage of business costs are energy related. • California hasn't continued to support their small businesses. Many of the tax incentive programs are gone which means more small businesses are moving out of the area and out of state.
<p>13. Is there any additional information you would like to share?</p>	<ul style="list-style-type: none"> • Schools should look at programs such as metal and wood shop, car shop, etc. Many of these programs can be funded through corporate grants or with private donations. • El Cajon Metal Supply would benefit from having student graduates with basic knowledge of steel and metals. • Construction crews would also benefit from students who apply with work skills. It would help students feel more confident when applying for a trade position after high school.

East Region

Educator Interview Key Questions

Jennifer Grondek, Cajon Valley Union School District

Question	Responses
1. What do you think is essential for student success?	<ul style="list-style-type: none"> • Parental support. It is essential that parents understand the quality of the work that their child is performing as well as the development of their social skills. Parents can benefit from observing their child in the classroom but lack the opportunity due to lack of transportation, language barriers and jobs. • Many families have trouble accessing healthy food at an affordable price for their children. It is important for students to begin their day with a nutritious breakfast and to continue with good nutrition throughout the day. • It is the school and district's responsibilities to provide a safe, supportive environment for the student to learn. The school climate should be one of communication, transparency, and inspiring teaching.
2. What are the issues in this community that you think contribute to some students not being successful?	<ul style="list-style-type: none"> • Mental illness and addiction are prevalent in our community. When parents cannot function, the student suffers from the lack of the parents' presence. • Mental illness with our students. The school district and community-based organizations should work more closely to assess the student's behavior and offer correct resources.
3. Do you think your students and their families are in need of additional supportive services?	<ul style="list-style-type: none"> • Students and their families would benefit from additional services. Many of our low income and/or refugee families experience difficulty and find it confusing accessing these supportive services.
4. If so, what services do you think would be helpful to them in achieving school success?	<ul style="list-style-type: none"> • A shelter system that doesn't have so many restrictions and makes it easier for the parents to navigate. • Mental Health Services
5. Are there any community organizations that you think are very helpful to students and their families in the area?	<ul style="list-style-type: none"> • San Diego Youth Services (SDYS) - Child Services • The El Cajon Collaborative - Resource website • Home-Start, Inc.—Various programs • Crossroads—Mental health services • Crisis House—Food and shelter • Volunteers of America—Assistance with families • License to Freedom—Domestic abuse • East County Transitional Living—Various • Harmonium—Counseling services • CASA—Various programs including smoking and drug addictions • Chaldean and Middle Eastern Social Services—Various programs

East Region

6. What are the top three things you think a community based organization could do to help students be successful at school?	<ul style="list-style-type: none"> • Liaisons with the school district who would be responsible for coordinating efforts to place the student in beneficial programs. • Children failing to thrive in classrooms need assistance as soon as possible. It's difficult for schools to be too involved with families to ensure children receive needed care. A CBO would have better access. • CBO's help adults become better parents.
7. Is there any additional information you would like to share?	<ul style="list-style-type: none"> • It is important that schools are included in the two-year plan. Struggling students are often identified by teachers as having multiple issues that need to be addressed. • Having a healthy, well-adjusted, educated and confident child will lead to a healthier community of adults in the future.

Service Provider Interview Key Questions

Barbara Warner, Spring Valley Youth & Family Coalition

Question	Responses
1. What are the major issues you see in your community among low income/underserved people?	<ul style="list-style-type: none"> • Underemployment or unemployment. Families can't meet basic needs even if they have a full-time job. Many of these same Refugees are without transferable documentation of their education or professional experience. Example: electrical engineer from the Middle East working at 7 – 11 as a clerk. • Large refugee population w/ lots of war trauma and are concerned about family members left behind. • Refugee population is unfamiliar with the available resources for jobs. A mistrust of government also makes it difficult.
2. What services are available to meet those needs? What gaps in services do you see?	<ul style="list-style-type: none"> • The El Cajon Career Center, The El Cajon Collaborative, and other collaboratives in the East region are rich resources. • Problems with timely bus service and high cost of transportation. This reduces access to job search opportunities & eventual employment. • Clients need increased access to job search resources and services.
3. What do you think could encourage more support/involvement in the community around issues of poverty?	<ul style="list-style-type: none"> • Understanding that reducing poverty benefits the overall community of El Cajon and the local economy. • Anti-poverty efforts such as tax assistance to increase use of the Earned Income Tax Credit which brings dollars into the local community. • Poverty is linked to community problems of crime, domestic violence, and abuse. Ensuring access to jobs, healthy food, and acculturation services will strengthen our local economy and benefit all.

East Region

4. What do you think could encourage community residents to become more active in their communities?	<ul style="list-style-type: none"> • If they believe that their input and contribution is valued. Community services that are culturally sensitive communicate respect and recognition. • For example, I've been meaning to talk to the food bank Coordinator in Central Region about the emergency food available that we offer to new immigrants. Is the type of food that we're providing people on an emergency basis something with which they are familiar and that they know how to cook? • Encouraging employers to hire from the local community. • Knowing what opportunities and resources exists.
5. What do you think are the top issues in this community regarding: 6. Health 7. Safety 8. Quality of Life (Thriving)	<ul style="list-style-type: none"> • Poor health amongst our refugee community Access to affordable health care is an ongoing issue for our refugee, other immigrant and low income community members. Our community needs to place more emphasis on support for the working poor, that population that can't qualify for Medi-Cal. • Lack of trust of in community services, police, and institutions amongst our refugee community. • Poverty brings other issues including a lack of affordable, safe and secure housing. • Refugee community's lack of feeling safe and secure with options in life.
9. Is there any additional information you would like to share?	<ul style="list-style-type: none"> • Employment and Trauma-informed services are very important to health of the community. • Unmet needs are often identified by our job developer who makes referrals and coordinates with other agencies for refugees in El Cajon with unmet needs. • I am concerned about the lack of collaboration amongst agencies serving the refugee community.

South Region

Needs Assessment Overview

- Hosted by Casa Familiar
- 25 Residential Leadership Academy Graduates
- 57 Community Forum Participants
- 147 Completed Surveys
- Key Informant Interviews
 - Employer - Irma Castro, Casa Familiar
 - Educator - Karla Contreras, Teacher, Bell Middle School
 - Service Provider - Alma Sandoval, San Ysidro Health Clinic

Map of South Region



Data Source: American Community Survey, Table B17024, 5yr estimates, 2008-2012, by census tract. Census tract estimates aggregated to Subregional Area.

Maps/Analysis by County of San Diego, Emergency Medical Services.
Contact Isabel Corcos, Leslie Ray 619.265.6249. Map Date: June, 2014

Population with Income ≤ 100% FPL
by Region and Subregional Area (SRA)
(2008-12, 5 year estimates*)



South Region

Community Indicators

Key Health Indicators	Explanation	Desired Trend	San Diego	South
Ate Fast Food 3 or More Times in the Past Week	Includes fast food meals eaten at work (or school), at home or at fast food restaurants, including carryout or drive through	↓	18.9%	18.9%
Binge Drinking in Past Year (ages 18+)	Binge drinking is consuming 5 or more alcoholic drinks on at least one occasion in the past year for males; 4 or more for females	↓	34.9%	32.7%
Lack of Health Insurance	Percent of population without health insurance, 18-64 years of age	↓	17.7%	23.8%
Life Expectancy	Measure of length and duration of life expected at birth	↑	81.5 years	81.4yrs
Overweight/Obese (ages 18+)	Percent of population that is overweight or obese, labels for ranges of weight that are greater than what is considered healthy for a given height	↓	58.5%	65.6%

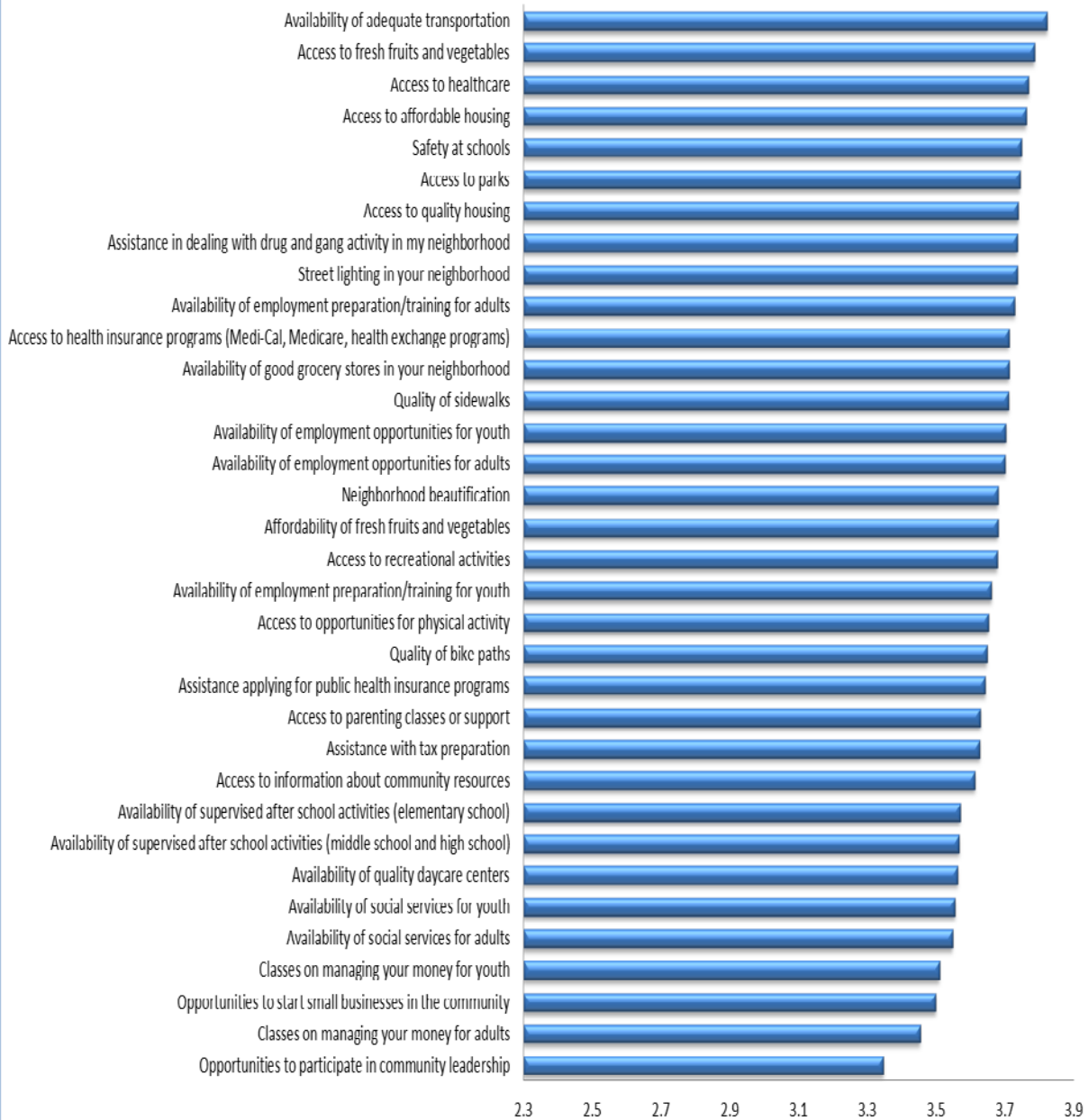
Key Safety Indicators	Explanation	Desired Trend	San Diego	South
Child Car Safety Restraint Use	Percent of children ages 0-5 who are properly restrained as motor vehicle occupants in crashes occurring on public roads	↑	96.2%	90.9%
Linguistic Isolation	Percent of population isolated because they are unable to communicate effectively in English	↓	8.7%	13.2%
Perception of Safety	Percent of population that feels safe in their neighborhood	↑	94.4%	91.7%
Thoughts of Suicide (ages 18+)	Adults that have ever seriously thought about committing suicide	↓	7.4%	-
Unintentional Injury	Number of unintentional injuries per 100,000 people	↓	5,626.4	5,992.5

Key Thriving Indicators	Explanation	Desired Trend	San Diego	South
Poverty Rate (At/Below FPL) – Total Population	Percent of the total population living below the Federal Poverty Level (FPL)	↓	13.9%	13.7%
Poverty Rate (At/Below FPL) – Families with Children	Percent of families with children living below the FPL	↓	14.6%	16.32%
Spending Less than 1/3 of Income on Housing	Percent of population spending less than a third of their income on housing	↑	48.9%	46.8%
Unemployment Rate	Percent of total labor force that is unemployed (actively seeking employment and willing to work)	↓	9.1%	11.1%
High School Diploma or Equivalent	Percent of population with a High School Diploma or Equivalent	↑	84.3%	76.1%
Less than a High School Diploma or Equivalent	Percent of population with less than a High School Diploma or Equivalent	↓	15.7%	23.9%
Food Insecurity	Percent of population who have experienced food insecurity	↓	35.1%	28.3%

South Region

Survey Results (N=147)

Needs Assessment Survey - South Region Priorities



■ Weighted Average Score using a Scale of 1-4

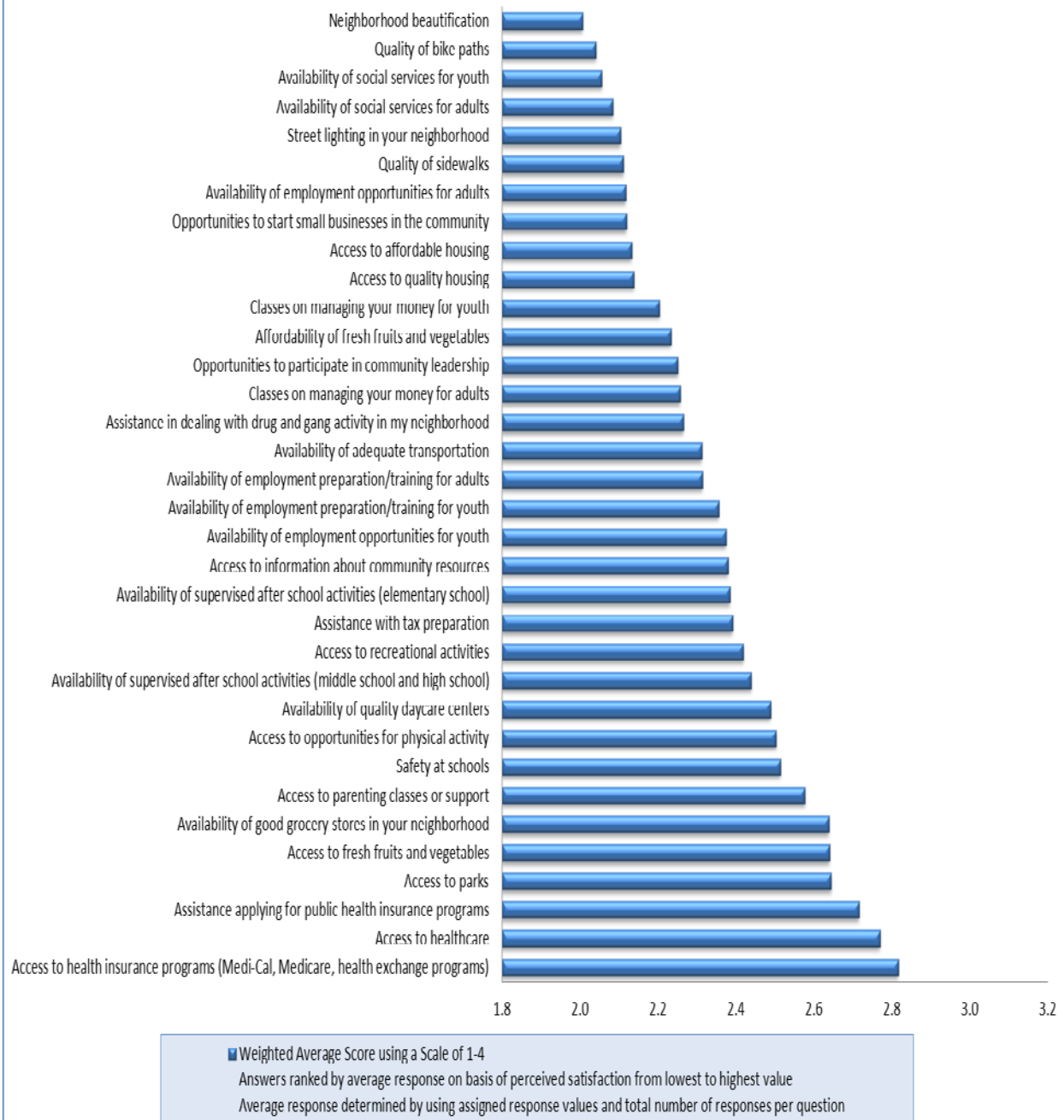
Answers ranked by average response on basis of perceived importance from highest to lowest value

Average response determined by using assigned response values and total number of responses per question

South Region

Survey Results (N=147)

Needs Assessment Survey - South Region Satisfaction of Services



South Region

Key Findings - Surveys

- Importance: *Average scores for resources ranged between “important” (3) and “very important” (4).*
 - Of those that scored highest, common themes included:
 - Access to affordable, healthy food options
 - Access to health care programs
 - Opportunities for physical activity
 - Quality infrastructure
- Satisfied: *All resources received average score of between 2 (unsatisfied) and 3 (satisfied).*
 - Of those that scored lowest, common themes included:
 - Quality of infrastructure
 - Employment opportunities, including opportunities to start small businesses
 - Access to housing

Public Forum Themes: Public Forums were structured to address focus areas of San Diego County's *Live Well San Diego* Strategy – health, safety and thriving. The table below contains the high-level summary of feedback from the South Public Forum.

<i>Live Well San Diego</i> Components	Issues	Strategies
Health	<ul style="list-style-type: none"> • High chronic disease rate • Lack of healthy activities • Lack of prevention services 	<ul style="list-style-type: none"> • Increase farmers markets • Improve pedestrian and bike routes • Start exercise programs
Safety	<ul style="list-style-type: none"> • Community doesn't feel safe • Too many liquor stores 	<ul style="list-style-type: none"> • Increase community unity • Increase police presence
Thriving	<ul style="list-style-type: none"> • Lack of infrastructure • Lack of community pride • Quality of education 	<ul style="list-style-type: none"> • Increase community unity • Increase job opportunities

South Region

Key Informant Interviews

(Responses have been paraphrased)

Employer Interview Key Questions

Irma Castro, Director of Programs, Casa Familiar

Question	Responses
1. How do you go about recruiting employees?	<ul style="list-style-type: none"> • Applicants typically come in and fill out applications. • Sometimes we post a job opportunity on the Internet and newspaper. • We also ask for recommendation letters, no criminal history, all of which is verified with human resources.
2. Do you ever use community based organization's job developers? (For example, Family Self-Sufficiency program job developers)	<ul style="list-style-type: none"> • If they offer the service we do, but we don't use them often. • We also provide job-seeking services in our computer labs including online applications, resume creation and mock interviews.
3. If so, which ones do you use and are they helpful?	
4. If not, why not?	
5. Do you find it easy to identify qualified candidates for your job vacancies?	<ul style="list-style-type: none"> • It depends on the required work, the skills and the experiences that each individual has. Our staff regularly maintain/develops their own programs. • Not many, however, it's difficult to find qualified and bilingual applicants.
6. If so, what are the skills/background you are looking for?	
7. If not, what qualifications do many of your applicants <u>not</u> have that you need?	
8. Are you able to promote your employees within the organization?	<ul style="list-style-type: none"> • Yes, but it's rare that our staff leave voluntarily. • We have a limited budget and therefore have a limit on the number of hours that staff can work due to the current economic crisis. • We have an annual staff retreat where trainings are done and where we plan our annual events. • Yes, we have worked with SDPRC to provide leadership training for our Promotoras. • We also provided Estela the opportunity to obtain a Food Safety Manager Certification with Food & Beverage Association. She now is able to train other staff to be able to handle food.
9. If not, why are you not able to promote people?	
10. If so, do they learn the skills they need to promote on the job or do they need additional training?	
11. If additional training is needed, do you work with any organizations locally to provide the training?	

South Region	
12. What do you think could encourage more business opportunities in the region?	<ul style="list-style-type: none"> Promoting and investing in quality, small businesses to create more job opportunities. Incentives for small business opportunities on credit would also help.
13. Is there any additional information you would like to share?	<ul style="list-style-type: none"> Voting/ involvement in our city so we can make changes that we would like to see in schools, infrastructure, and safety of our community. Keep supporting volunteers and interns so that they achieve all their potential and become professionals that give back to their community. Promoting and investing in quality, small business to create more job opportunities. We help around 1,200 clients in the following fields: Immigration services, citizenship classes, English classes, computer classes for seniors and Special Education, after school programs, youth center, social services, Spanish literacy, exercise classes, food bank, family counseling and parent workshops.

Educator Interview Key Questions

Karla Contreras, Teacher, Bell Middle School – San Diego Unified School District

Question	Responses
1. What do you think is essential for student success?	<ul style="list-style-type: none"> Parents need to be actively involved in the education of their children. Students need to participate in afterschool activities, sports, and clubs. Places where the students can learn to be leaders.
2. What are the issues in this community that you think contribute to some students not being successful?	<ul style="list-style-type: none"> One or both parents are missing. (The student is alone) Teachers fail to communicate with parents and students. Communication is very important. Schools don't have programs to help the students to be successful.
3. Do you think your students and their families are in need of additional supportive services?	<ul style="list-style-type: none"> Yes, more supportive services. Students who are failing need to be found; they need afterschool and Saturday classes.
4. If so, what services do you think would be helpful to them in achieving school success?	
5. Are there any community organizations that you think are very helpful to students and their families in the area?	<ul style="list-style-type: none"> Yes, but few. Schools don't typically look for organizations to be able to recommend them to students.

South Region	
6. What are the top three things you think a community based organization could do to help students be successful at school?	<ul style="list-style-type: none"> • Help with homework, • Mentor Programs, Facilitate communication with the community, professional help to find jobs, communication between schools and community.
7. Is there any additional information you would like to share?	<ul style="list-style-type: none"> • No response

Service Provider Interview Key Questions
Alma Sandoval, San Ysidro health Clinic

Question	Responses
1. What are the major issues you see in your community among low income/underserved people?	<ul style="list-style-type: none"> • Unemployment is at the core of the community for families and even more so when only one parent works.
2. What services are available to meet those needs? What gaps in services do you see?	<ul style="list-style-type: none"> • Agency and career fairs help identify job opportunities that different people require. • Not everyone has access or knowledge of agencies/services. Agencies that are job centered are very good at helping, but not everyone knows where one is located.
3. What do you think could encourage more support/involvement in the community around issues of poverty?	<ul style="list-style-type: none"> • Encourage more job opportunities for small businesses • Better communication with the community, employment exchange of information • Free training for self-improvement.
4. What do you think could encourage community residents to become more active in their communities?	<ul style="list-style-type: none"> • Profitable activities, more training for self-improvement of the community and the family. • A more healthy life and quality of life.
5. What do you think are the top issues in this community regarding: 6. Health 7. Safety 8. Quality of Life (Thriving)	<ul style="list-style-type: none"> • Health: • Under the Affordable Care Act, there are a lot of differences in what families/individuals pay monthly. Since it's mandatory, people should make sure that their medical coverage is actually what they need. • Safety • Economic security is crucial, so job opportunities. • Infrastructure and more police patrolling and improved lighting. • Thriving • Most of our clients come as a result of chronic diseases caused by stress, despair, high blood pressure, etc.

South Region

9. Is there any additional information you would like to share?

- There have been several registry projects on November 15th that will open. There will be a hotline that you can call if you do not have medical insurance. Which is (619) 600-3000
- There are even services for undocumented clients.

Appendix B

Public Forum Notices by Regional Resident Leadership Academy

Community Meeting

**What does Linda Vista
need to be healthier,
safer, and thriving?**

When: November 4, 2014

Time: 6:00-8:00pm

**Come share your ideas
on how to improve your
community!**

**Where: Bayside
Community Center**

***Featuring guest presentation by Community Health Statistics Unit!*



For more information, contact:

*Kim Heinle
Bayside Community Center
2202 Comstock St., San Diego 92111
(858) 278-0771 ext. 3010
kheinle@baysidecc.org*



Junta Comunitaria

**¿Qué necesita su
comunidad para hacerla
más sana, segura y próspera?**

**¡Venga a compartir sus ideas
para mejorar su comunidad!**

**Cuándo: Martes 4 de
Noviembre, 2014**

Hora: 6:00-8:00pm

**Dónde: El Centro
Comunitario de Bayside**

***El Departamento de Estadísticas de la Salud Comunitaria hará una presentación!*

((La junta será en ingles con traducción en español))



Para más información, llame a:

Kim Heinle
Bayside Community Center
2202 Comstock St., San Diego 92111
(858) 278-0771 ext. 3010
kheinle@baysidecc.org



Building a Healthy Community

EL CAJON

Please Join Us For A Community Forum To Help Build A Healthier El Cajon

Thursday, November 20th
5:30 to 7:00 p.m.

East County Career Center
924 E Main St, El Cajon

Topics:

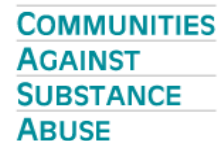
- How healthy is your community?
- What does a community need to be safe?
- What does a family or individual need to thrive and enjoy a good quality of life?

Your answers will help develop a two-year plan for the Community Action Partnership of San Diego Co.

*** Drawings for Target Gift Cards for attendees!**

Hosted by the El Cajon Collaborative
Carol Lewis, Coordinator
(619) 447-4380 or
carol.lewis@elcajoncollaborative.org

Community Partners



- Comunidad Segura •
- Buena Salud •
- Mejor Calidad de Vida •

FORO COMUNITARIO

Ayude hacer estos temas realidad en su comunidad

Jueves
13 de Noviembre, 2014
6:00pm - 8:00pm

Iglesia Discípulos de Cristo
305 W. California Ave.
Vista, CA 92083

*Presentación bilingüe en Español

Se proveerá cena y habrá cuidado de niños



Para mas información contacte:
 Ana Palomo-Zerfas
 (760) 631- 5000 ext 7181
apalomo@vistacommunityclinic.org



- Safe Community •
- Health •
- Thriving-Quality of Life •

Community Forum

Help make these themes a **REALITY**
in **YOUR COMMUNITY !**

Thursday
November 13, 2014
6:00pm - 8:00pm

Church: Disciples of Christ
305 W. California Ave.
Vista, CA 92083

Dinner and Childcare will be provided



For more information contact:
Ana Palomo-Zerfas
(760) 631- 5000 ext 7181
apalomo@vistacommunityclinic.org



San Ysidro

SIN LIMITES UNLIMITED

Venga a compartir sus ideas!

Come share your ideas!



¿Qué necesita su comunidad para hacerla mas sana, segura y prospera?

What does your community need to be more healthy, secure and thriving?



Cuando: jueves 6 de noviembre, 2014 A LAS 5 DE LA TARDE

When: Thursday, November 6, 2014 at 5 P.M.

Where / Donde : 212 W. PARK AVE. - SAN YSIDRO CIVIC CENTER

Casa Familiar

(619) 428-1115

Estela Flores

estelaf@casafamiliar.org

Community Forum

What do our neighborhoods need to be more
healthy, safe, and thriving?

Come share your ideas to improve our community!



When: Monday, Nov 3, 2014

6:00pm—8:00pm

Where: Tubman-Chavez Center

415 Euclid Ave San Diego 92114

(across the street from the Euclid Ave Trolley Station)

Refreshments will be served

For more info: 619 262-2022 or info@projectnewvillage.org

