

2022/2023
Community Needs Assessment and Community Action Plan

California Department of
Community Services and Development

Community Services Block Grant



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Introduction

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

Purpose

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

Federal CSBG Programmatic Assurances and Certification

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

State Assurances and Certification

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

Compliance with CSBG Organizational Standards

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138 dated January 26, 2015](#), CSBG agencies will comply with implementation of the Organizational Standards.

CSD has identified the Organizational Standards that are met through the completion of the CAP and the CNA. A list of Organizational Standards that will be met upon completion of the CAP can be found in the Organizational Standards section of this template. Agencies are encouraged to utilize this list as a resource when reporting on the Organizational Standards annually.

[What's New For 2022/2023?](#)

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

Part I: Community Needs Assessment (CNA); and

Part II: Community Action Plan (CAP).

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

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

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

Revised and Reduced Narrative Sections. Every effort has been made to reduce the administrative burden of conducting a CNA and preparing a CAP during an active pandemic. Although these tasks are fundamental to CSBG and should not be overlooked, CSD is aware of the reduced capacity and other circumstances under which many of the agencies are functioning. CSD has removed questions, utilized check boxes when possible, and made some questions optional. Many questions about the federal and state assurances have been removed. However, agencies are still required to certify that they are in compliance with the assurances. In the sections pertaining to the Tripartite Board of Directors and Linkages, for instance, agencies may indicate whether there are changes to the response in the 2020-2021 CAP or whether they would like CSD to accept the 2020-2021 CAP response without adaptations. Please keep in mind that these flexibilities are made because of the COVID-19 pandemic and may not be utilized in future years.

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

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

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

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Checklist

- ☒ **Cover Page and Certification**
- ☒ **Public Hearing(s)**

Part I: Community Needs Assessment

- ☒ **Narrative**
- ☒ **Results**

Part II: Community Action Plan

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

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

Agency Name	County of San Diego, Health and Human Services Agency
Name of CAP Contact	Maggie Fenn
Title	Program Manager
Phone	619.338.2002
Email	Maggie.Fenn@sdcounty.ca.gov

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

01/04/2021

Board and Agency Certification

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

Nicole Murphy		
Board Chair (printed name)	Board Chair (signature)	Date
Rick Wanne		
Executive Director (printed name)	Executive Director (signature)	Date

Certification of ROMA Trainer/Implementer (If applicable)

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

NCRT/NCRI (printed name)	NCRT/NCRI (signature)	Date

CSD Use Only

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

Public Hearing(s)

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

State Statute Requirements

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

Public Hearing Guidelines

Notice of Public Hearing

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

Public Hearing

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

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

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Guidance for Public Hearings During COVID-19

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

Public Hearing Report

Date(s) of Public Hearing(s)	May 13, 2021
Location(s) of Public Hearing(s)	Virtual via WebEx
Dates of the Comment Period(s)	April 27, 2021 to May 13, 2021
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	County of San Diego, CAP Agency website
Date the Notice(s) of Public Hearing(s) was published	April 27, 2021
Number of Attendees at the Public Hearing(s) (Approximately)	TBD

Part I: Community Needs Assessment

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Helpful Resources

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

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

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

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

Community Needs Assessment Narrative

CSBG Act Sections 676(b)(3)(C), 676(b)(9)

Organizational Standards 1.1, 1.2, 2.2, 3.2, 3.3, 3.4

State Plan

1. How did the agency share the CAP, including the CNA, with the community, stakeholders, partner organizations? (Check all that apply.)

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

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

CAP identified and included key community indicators related to poverty in its Community Needs Assessment. Many data points were collected from the County of San Diego's Live Well San Diego Open Data Portal (www.livewellsd.org) and include data identified to best measure regional progress across the Live Well San Diego Areas of Influence. Additional data specific to poverty rates, including its prevalence to gender, age and race/ethnicity was included from available American Community Survey 5-year estimates. Data was included at the countywide level and when available, by HHSA Service Region. Comparison data for California and the U.S. where available was also provided.

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

CAP San Diego is a public community action agency, within the San Diego County Health and Human Services Agency (HHSA), which operates a regional service delivery system that recognizes 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 programs countywide to address priority issues in low-income communities through regional service delivery contracts in each of the HHSA designated regions.

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

Federal Government/National Data Sets

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

California State Data Sets

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

Surveys

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

Local Data Sets

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

Agency Data Sets

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

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

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

Surveys

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

Focus Groups

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

Interviews

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

☒ **Community Forums**

☐ **Asset Mapping**

☐ **Other**

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

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

CAP completed a Community Needs Assessment over the period of December 2020 – February 2021 to refresh its understanding of service priorities. Working with contractor Circulate San Diego (Circulate) and regional community-based organizations identified by Circulate as subject matter experts, CAP embarked on a process that included the following actions:

1. Identification and analysis of key community indicators important to the description of the service area factors related to poverty and aligned to the regional vision of *Live Well San Diego*;
2. Outreach to low-income residents and other key stakeholders in the HHSA Service Regions to provide direct input regarding needs and priorities of low-income communities. Input was solicited through:
 - a. Surveys
 - b. Public Forums
3. Analysis of quantitative and qualitative data collected as part of the needs assessment by CAP staff and approval of findings by the Community Action Board

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

A. Community-based organizations

Community-based organizations are the cornerstone of the work carried out by CAP San Diego and were included as key stakeholders in the Community Needs Assessment conducted in the Winter of 2020/2021. Eight local CBOs (a minimum of one from each of the six HHSA service regions) worked with CAP San Diego and Circulate to ensure there was maximum participation from the target communities in the online Survey and Community Conversations. Representatives from the CBO's participated in the Community Conversations and survey.

B. Faith-based organizations

Faith-based organizations are also key stakeholders in the work carried out and information gathered on a regular basis as contracted and community partners. CAP San Diego has contracts with various faith-based organizations such as Interfaith Community Services, Jewish Family Service, and Interfaith Shelter Network that provide continuous feedback and information regarding services and resources, and any community needs and gaps that are observed which are then incorporated into the design and implementation process of the needs assessment. Outreach to

and inclusion of various faith-based organization representatives was included in the needs assessment process, ensuring their participation in the survey and community forums.

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

CAP San Diego works and partners with a variety of private sector organizations and representatives regularly – similar to above as both contracted providers and County partners. In addition, representatives from the Private sector make up a third of the Community Action Board – including representatives from San Diego Gas and Electric and the healthcare industry. Outreach to and inclusion of various private sector representatives was included in the needs assessment process, ensuring their participation in the survey and community forums.

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

CAP San Diego is part of the County of San Diego's Health and Human Service Agency (HHSA) which collectively, as a County through the Live Well San Diego vision, provides a shared framework for collaboration and identification of mutually reinforcing activities and measurement of outcomes utilized throughout this Plan and day-to-day operations. Data and information through local public agencies such as the San Diego Workforce Partnership, SANDAG, the San Diego Regional Economic Development Corporation, and federal level agencies such as the Department of Labor and the US Census Bureau are utilized to obtain data and information to support and validate the information included within the needs assessment process and final report.

E. Educational institutions (local school districts, colleges)

Educational institutions are also key stakeholders in the work carried out and information gathered on a regular basis that was utilized as a guide in the design and implementation of the needs assessment process. The Community Action Board consists of representatives from two local community colleges that meets regularly 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. Similar to the other sectors above, outreach to and inclusion of a variety of educational institution representatives was included in the needs assessment process, ensuring their participation in the survey and community forums.

10. "Causes of poverty" are the negative factors that create or foster barriers to self-sufficiency and/or reduce access to resources in communities in which low-income individuals live. After

review and analysis of the data, describe the causes of poverty in your agency's service area(s). (Organizational Standard 3.4, State Plan)

The ability to access basic needs and services are some of the most common factors that create barriers to self-sufficiency. Analysis of quantitative community indicator data and qualitative feedback, provided by stakeholders through the Community Needs Assessment (CAN) process, identified several factors that drive poverty. When comparing local community indicator data to state and national data, San Diego County residents compare favorably in health and education factors (life expectancy, lower tobacco use, higher education achievement, etc.); however, factors such as standard of living, particularly the high cost of living and relatively high unemployment rate and growing wage gap, demonstrates there are opportunities and areas for improvement to help reduce driving factors of poverty.

According to data reported by the San Diego Regional Economic Development Corporation (EDC), it is 47% more expensive to live in San Diego than the average U.S. metro area and the median home price is the fifth highest in the nation. In January 2021, the median price for a single-family home in San Diego was \$730,000; the average rent for a one-bedroom apartment can range between approximately \$1,800 up to \$2,400 a month. With the unemployment rate in San Diego at 8% as of December 2020, there are a considerable number of individuals and families that will continue to struggle to get ahead and move beyond the barriers of under and unemployment caused by the pandemic.

In addition, through the CAN, respondents across San Diego County identified several examples of where there were gaps or needed improvements to access their basic needs, but also provided several solutions and ideas for improvement. It is within the solutions, where the causes and stems of poverty can be found. Examples of the solutions provided include but are not limited to: programs for individuals experiencing homelessness, after-school programs for youth, more programs for older adults, trade and educational programs for youth, better neighborhood amenities, increased community engagement post pandemic, and resources for individuals, children, and families with mental and behavioral health needs.

11. "Conditions of poverty" are the negative environmental, safety, health and/or economic conditions that may reduce investment or growth in communities where low-income individuals

live. After review and analysis of the data, describe the conditions of poverty in your agency's service area(s). (Organizational Standard 3.4, State Plan)

Conditions of poverty in the region range from community level to individual/family level and are often interconnected. Analysis of quantitative community indicator data and qualitative feedback provided by stakeholders through the Community Needs Assessment process identify the following as key types of factors impacting poverty in the region's economically disadvantaged communities:

- *General socio-economic and/or environmental factors:* San Diego County has a very high cost of living, with the annual income for self-sufficiency equaling more than three times the federal poverty threshold. At the same time, San Diego County has an "hourglass" shaped economy, with high-wage earners at the top, low-wage earners at the bottom, and few middle-wage earners in between. Environmental factors, like low housing vacancy rates and limited transportation access between affordable housing and better paying job opportunities, exasperate the income disparity issue, with low-income individuals and families residing in communities with limited career options. Responses gathered from the needs assessment continually turned to the desire to increased access to community spaces, parks, and outdoor spaces; access to spaces such as this tend to be more limited in lower socio-economic areas.
- *Social and community networks:* Social and community networks have a direct impact on employment opportunities and consequently, long-term income potential. Social capital refers to the relationships and value of those relationships, both tangible and intangible. Individuals with valuable social capital have greater access to education, jobs and other resources than those without. The CAP needs assessment confirms that residents in low-income communities have less social capital and consequently less economic opportunity. For example, children in economically disadvantaged communities may not have the chance to experience activities outside their immediate neighborhood or exposure to careers outside those of their immediate family or neighbors. Adults in low-income communities may not have access to the "hidden job market" of employment opportunities not broadly advertised and only accessible through interpersonal relationships. This factor has become an even bigger barrier in 2020 and early 2021 due to the pandemic. Responses in the community needs assessment, time and time again indicated that social isolation was one of the key negative impacts experienced because of the pandemic.

- *Individual factors:* Individual factors, like those related to health and education as an example, can have a significant impact on someone's ability to move out of poverty. Physical and mental health issues present barriers to participation in the local economy. The level of education or the ability to gain work experience as a young person can impact the long-term trajectory of an individual's ability to earn a wage that allows them to achieve self-sufficiency, and ideally, move beyond it to prosperity. Access to personal or reliable transportation is another example that was indicated in the needs assessment as a factor that individuals of all ages struggle with, when the commute either on public transportation or in a personal vehicle is too far or long, the ability to access quality education and/or employment opportunities is reduced.

12. Describe your agency's approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 6.4, State Plan)

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

Community Needs Assessment Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Table 1: Needs Table

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

Needs Identified	Level	Integral to Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Community Capacity Building & Education Opportunities	Community and Family	Y	Y	Y
Increased Accessibility to Physical Activity and Open Spaces	Community and Family	Y	Y	Y
Increased Access to Healthy Food and Other Basic Needs	Family	Y	Y	Y
Housing	Community and Family	Y	Y	Y
Financial Literacy	Family	Y	Y	Y
Small Business Support	Community	Y	Y	Y
Youth Programs	Community and Family	Y	Y	Y
Community Cohesion, Resilience and Equity Building	Community and Family	Y	Y	Y

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

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

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

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

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

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Table 2: Priority Ranking Table

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

Agency Priorities	Description of programs, services, activities	Indicator(s), Service(s) Category (CNPI, FNPI, SRV)
1. Community Education Opportunities	Communities in Action (CinA) – education & cognitive development opportunities, covering variety of domains (K-12 After School Activities, Wellness, Adult Education, ESL, etc.) and Domestic Violence (DV) Prevention Workshops <u>Yearly Service Targets:</u> • 180 individuals will participate in CinA education opportunities • 140 individuals will attend a DV Prevention Workshop	SRV 2f, 2h, 2k, 2v, 5p, and 5x
	Resident Leadership Academy (RLA) – civic engagement leadership training for residents in disadvantaged communities and Train-the-Trainer advanced education for RLA facilitators, as well as supplemental trainings for all RLA network participants. Includes focus on Capacity building skills, Building Community Cohesion, Equity, Climate Adaption and Resiliency. <u>Yearly Service Targets:</u> • 150 individuals will be trained through RLA • 60 RLA graduates will be engaged in RLA activities • 20 individuals will be trained as RLA Facilitators • 500 individuals will be trained through RLA Supplemental Trainings	CNPI 6 G3z, FNPI 6a, SRV 6a, 6b
	Live Well Exchange (Exchange) – training on conflict management and collaborative communication skills for vulnerable and at-risk populations. Includes focus on Building Community Cohesion, Equity, Bridging and Resiliency.	FNPI 6a, 6a.1, 6a.2, 6a.3, and SRV 6b

	<u>Yearly Service Target:</u> 1500 individuals will complete the Exchange trainings	
	Whole Family/2Gen - program is in development; goal is to ensure that a legacy of economic security is passed down from one generation to the next in historically disadvantaged communities. <u>Yearly Service Target:</u> TBD	TBD
2. Increased Accessibility to Physical Activity and Open Spaces	Communities in Action – Multi-generational activities that include opportunities for low-cost/no-cost recreation. <u>Yearly Service Target:</u> Numbers included in Community Capacity Building & Education Opportunities in item 1	SRV 2f, 2h, 2k, 2v, 5p, and 5x
	Resident Leadership Academy – Training on principles of active transportation and support to RLA graduates engaged in projects. <u>Yearly Service Target:</u> Targets included in Community Capacity Building & Education Opportunities in item 1	CNPI 6 G3z, FNPI 6a, SRV 6a, 6b
	Walk ‘N Roll – Bicycle, pedestrian and scooter education and engagement opportunities to support active transportation. Includes focus on Safety best practices, Capacity building skills, Equity, Climate Adaption and Resiliency. <u>Yearly Service Target:</u> 450 individuals will be educated and engaged	SRV 6z
3. Increased Access to Healthy Food and/or other Basic Needs	Communities in Action – Stabilization supports (such as food, clothing, utilities, etc.), assistance in applying for benefits, and warm referrals to providers to individuals and families in crisis or to avoid crisis escalation	SRV 5j

	<u>Yearly Service Target</u> • 1,250 stabilization supports will be issued • 600 warm referrals for services	
	Resident Leadership Academy – Training on principles of healthy food models, food security, and food sovereignty. Technical assistance and stipend support to RLA graduates engaged in projects focused on these subjects. <u>Yearly Service Target</u> • Targets on trainings and other supports provided in Community Education Opportunities in item 1	CNPI 6 G3z, FNPI 6a, SRV 6a, 6b
4. Housing	Communities in Action – Stabilization supports to individuals and families in crisis to help avoid escalation of crisis, including homelessness. <u>Yearly Service Target</u> • Targets on supports provided in Increased Access to Healthy Food and Other Basic Needs in item 3	SRV 7c
	Rotational Shelter Services – Emergency shelter during cold weather months and assistance with placement into temporary and/or permanent housing. <u>Yearly Service Target</u> • 2,065 bed nights will be provided as emergency shelter • 125 individuals will be placed in temporary housing • 20 individuals will be placed in transitional housing • 20 individuals will be placed in permanent housing annually.	FNPI 4a. SRV 4a, 4b, 4m, 4n, and 4o
	Alternate Dispute Resolution Services – participation in mediation with tenants and landlords to avoid eviction and promote housing retention.	SRV 4g

	<u>Yearly Service Target</u> 175 individuals will receive mediation services annually.	
5. Community Cohesion Building	Gang Prevention & Community Response – Walk N’ Knock activities in Central Region to facilitate communication between police & residents. <u>Yearly Service Target</u> 36 Walk N’ Knocks will be conducted	FNPI 6z
	Gang Prevention & Community Response – services to strengthen responses to gang activity, support prevention and/or disengagement from gang membership, and address community trauma to at-risk and gang involved individuals, their families, and other community-based activities to support cohesion and collaboration in high-need communities. <u>Yearly Service Target</u> 90 youth will be enrolled into services and receive prevention and/or disengagement services 45 individuals will participate activities and training to address trauma	SRV 2l, 2o, 2p, 2v, and 7a
	Live Well Exchange – Community Circles/Conversations and Police/Citizen Exchange trainings. Includes focus on Facilitating positive dialogue, Bystander training, Building Community Cohesion, Equity, Bridging and Resiliency. <u>Yearly Service Target</u> 75 individuals will participate in Police/Citizen Exchange trainings 300 individuals will participate in Community Circles	SRV 6z

	Resident Leadership Academy - Trainings in disadvantaged communities with a focus building community cohesion, equity, and resiliency. <u>Yearly Service Target</u> Targets on trainings and other supports provided in Community Education Opportunities in item 1	CNPI 6 G3z, FNPI 6a, SRV 6a, 6b
	Alternate Dispute Resolution – Mediation services that serve as an alternative to the formal justice system to resolve disputes and provide valuable prevention and early intervention problem solving resources and skills, promoting stronger and more cohesive communities. <u>Yearly Service Target</u> Targets on services provided in Housing in item 4	SRV 4g
6. Small Business Support	Project MOST – Training and technical assistance to small, minority owned nonprofit organizations in high-need communities. Additional training and technical assistance to build capacity in organizations seeking to submit proposals in response to County of San Diego solicitations. Includes focus on Building Community Cohesion, Equity, and Resiliency. <u>Yearly Service Target</u> 200 individuals will receive training and technical assistance	FNPI 6a, 6a.1, 6a.2, and 6a.3
7. Youth Programs	Connect2Careers – Youth employment readiness training and work experience opportunities. <u>Yearly Service Target</u> 100 youth will engage in employment readiness training and/or employment placement opportunities.	FNPI 2g, and 3c. SRV 1d, 1f, 1g, 1h, 1i, 1j, 1k, 1l, 1m, 2f, 2o, 7a, 7b
	Whole Family/2Gen – program is in development; goal is to ensure that a legacy of economic security is passed down from	TBD

	one generation to the next in historically disadvantaged communities. <u>Yearly Service Target</u> TBD	
	Gang Prevention & Community Response - services to strengthen responses to gang activity, support prevention and/or disengagement from gang membership, and address community trauma to at-risk and gang involved individuals, their families, and other community-based activities to support cohesion and collaboration in high-need communities. <u>Yearly Service Target</u> Targets included in Community Cohesion Building in item 5	SRV 2l, 2o, 2p, 2v, and 7a
8. Financial Literacy	Communities in Action (CinA) – Financial Literacy classes and other support (match savings, back-tax preparation, credit repair). <u>Yearly Service Target</u> 775 individuals will receive Financial Literacy Training services through CinA annually.	FNPI 3a, SRV 2z, 3a, 3b, 3c
	Earned Income Tax Credit (EITC) Coordination – Leadership of the San Diego County EITC Coalition, coordination of annual EITC campaign and free tax preparation services coupled with access to benefits and light-touch financial literacy. <u>Yearly Service Target:</u> 6,000 individuals will receive tax preparation services	SRV 3o

Agency Priorities: Rank your agency priorities.

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

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

Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

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

Vision and Mission Statement

1. Provide your agency's Vision Statement.

Community Action Partnership is part of the County of San Diego Health and Human Services Agency, the vision of CAP San Diego is: "Enable every San Diego to live well and with dignity"

This vision directly supports the County of San Diego's vision of a region that is Building Better Health, Living Safely and Thriving, also known as *Live Well San Diego*.

2. Provide your agency's Mission Statement.

Community Action Partnership's mission is to: "Empower economically disadvantaged individuals and families, including newly arriving refugees, to achieve their highest level of self-sufficiency and well-being."

This mission aligns strongly to the County of San Diego Health and Human Services Agency's 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.”

Tripartite Board of Directors

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

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

State Plan

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

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

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

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

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

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

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

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

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

Service Delivery System

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

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

Community Action Partnership's (CAP) Service Delivery System offers programs that target individual, family and community needs associated with the conditions of poverty. All services by CAP are delivered via contractors who are monitored in accordance with County of San Diego policies and procedures. CAP services cover the entire County but are delivered through a regional service delivery model.

At the family and individual level, services help remove barriers to self-sufficiency at the current state of the individual. Service history has demonstrated that individuals and families accessing CAP Services tend to fall into three different categories: In-Crisis, At-Risk and Stable/Living Well. Clients may access services at any level. Those accessing individual-level services may go through an intake process that identifies families strengths and challenges, as well as link them to opportunities for support.

- **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. Individuals and families in crisis may access CAP's Communities in Action program to receive emergency stabilization services and warm hand-offs to other programs that can meet their most pressing needs. The services offered through CAP's contract with the Interfaith Shelter Network's Rotational Shelter assist homeless families in crisis through emergency shelter and case management.
- **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. CAP supports at-risk individuals and families in the Communities in Action program through income and asset building services to help them increase their financial skills and resources. Typically, newly arriving refugee families fall into the at-risk category and require additional support for obtaining employment, which is offered through CAP's

Vocational English as a Second Language program and the supplemental services offered through Refugee Employment Services within the County's Welfare to Work contracts. Youth in at-risk families may access work readiness services through the Connect2Careers program to support their long-term employment outcomes.

- **Stable and Living Well:** Here individuals/families are secure, more self-reliant and demonstrate a commitment to move beyond self-sufficiency. CAP offers opportunities for individuals and families at this tier to pursue personal development through education opportunities within the Communities in Action program such as Adult Basic Education, K-12 Supplemental Education, and wellness activities.

At the community level, CAP 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;
- The Live Well San Diego Exchange, which builds the capacity of residents to peacefully mediate conflict within their families, at work and in their communities, avoiding escalation;
- Project MOST, which offers training and technical assistance to small, minority owned businesses providing services to at-risk/high need communities so that they can increase their capacity to both serve residents and grow as an employer. This program also provides technical assistance and training to organizations and businesses to build their capacity to respond to County of San Diego contract solicitations;
- The Gang Prevention and Community Response services, which will support local interventions to bring stakeholders together to prevent gang recruitment, assist those involved in gangs to leave the lifestyle and to address community trauma resulting from gang violence, and;
- Leadership of the Earned Income Tax Credit (EITC) Coalition, which annually brings in millions of dollars to the local community, improving the region's economic output.

- The Whole Family/2Gen Pilot Program that is currently in development, once implemented will ensure that a legacy of economic security is passed down from one generation to the next in historically disadvantaged communities.

Note that 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.

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

CAP San Diego's proposed programs/services/activities reflect our agency's menu of programs that carry out the services utilized, needed, and have been identified by the community through the current and past CNA. The priorities identified through the CNA, in conjunction with the County's *Live Well San Diego* vision are used as the source and guide for program design and implementation to ensure low-income communities and residents are provided the services and opportunities to become self-sufficient. Programs and the priorities they address include:

- **Communities in Action:** provides services that touch multiple priorities, including: Community Capacity Building & Education Opportunities, Increased Access to Physical Activity and Open Spaces, Increased Access to Healthy Food and Other Basic Needs, Housing
- **Live Well Exchange:** offers services that touch multiple priorities, including: Community Capacity Building & Education Opportunities and Community Cohesion Building
- **RLA Coordination:** offers services that address the Community Capacity Building & Education Opportunities, Increased Access to Physical Activity and Open Spaces, and Increased Access to Healthy Food and Other Basic Needs
- **Walk 'N Roll:** supports the Increased Access to Physical Activity and Open Spaces priority
- **EITC Coordination:** supports the priority of Financial Literacy
- **Project MOST:** addresses priority of Support to Small Businesses
- **Connect2Careers:** addresses the priority of Youth Programs.
- **Rotational Shelter Services:** addresses the priority of Housing
- **Alternate Dispute Resolution Services:** addresses the priority of Housing

- **Gang Prevention & Community Response:** addresses the Community Cohesion Building and Youth Programs priorities
- **Whole Family/2Gen:** will offer services that address both youth and parent needs, will support the Community Capacity Building & Education and Youth Program priorities

The CNA conducted for this Community Action Plan (2022-2023) included a variety of feedback and conversations around how the COVID-19 pandemic has adversely affected individuals, families, and communities. While CAP San Diego has received and implemented services beginning in CY 2020 through the CSBG CARES Act funds to address the immediate and long-term needs; certain components and focus areas and topics that have been integrated into programs to address needs will continue beyond the funding. The services and education/training opportunities that are delivered to address the more long-term behavioral, emotional, and economic well-being needs that have increased and surfaced. The priority areas included are: Community Capacity Building & Education Opportunities, Increased Access to Physical Activity and Open Spaces, Increased Access to Healthy Food and Other Basic Needs, Community Cohesion Building, Housing, and Youth Programs.

Linkages and Funding Coordination

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

California Government Code Sections 12747, 12760

Organizational Standards 2.1, 2.4

State Plan

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

The County of San Diego operates through the General Management System (GMS), which serves as the business model to guide operations and service delivery. Through GMS, County business groups work together towards a shared vision (Live Well San Diego), prioritizing its use of resources through operational planning and functional threading. The Health and Human Services Agency (HHSA) is an integrated health and social services agency, which allows for coordination of various revenue streams among the different departments and divisions to better maximize services. Community Action Partnership (CAP) regularly looks for opportunities to leverage resources across the enterprise through collaborative partnerships. In addition to the internal coordination of funding, CAP also looks for opportunities to coordinate funding with external partners in the region. For example, CAP jointly funds the San Diego County Earned Income Tax Credit (EITC) Coalition Coordinator with the United Way of San Diego. In some instances, CAP's initial funding allows for the development of programs that can be leveraged by other community partners, like Resident Leadership Academy and the Live Well San Diego Exchange programs, both of which CAP provides some base level of funding that allows partners to expand through additional funding.

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

CAP does not provide direct services, but rather contracts with local providers to administer programs. Contracts are entered in accordance with the County of San Diego's procurement policies, particularly Board of Supervisors' Policy A-87 "Competitive Procurement", which outlines methods of competitively procuring services and sets forth exemptions and exceptions to the

competitive procurement rule. Specific contracts administered by CAP are referenced in the chart below:

Program	Contractor	Contract Number
Communities in Action	Home Start, Inc	557900
	International Rescue Committee	557905
	Jewish Family Services	557907
	Interfaith Community Services	557909
	North County Lifeline, Inc.	557911
	South Bay Community Services	557914
Walk N' Roll	Circulate San Diego	563550
Program	Contractor	Contract Number
RLA Coordination	Community Health Improvement Partners	560648
EITC Coordination	Dreams for Change	556248
Project MOST	RISE San Diego	557492
Connect2Careers	San Diego Workforce Partnership	562747
Rotational Shelter	Interfaith Shelter Network	539655
Live Well San Diego Exchange	National Conflict Resolution Center	561594
Alternative Dispute Resolution	National Conflict Resolution Center	559249
Keep Em' Safe	Pacific Safety Center	554593
Gang Prevention & Community Response	UPAC	558844
	North County Lifeline	558846
	Escondido Education COMPACT	558848
Vocational ESL	IRC	563363 & 563364
Whole Family/2Gen	TBD	TBD

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

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

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

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

CAP identifies opportunities for additional funding to create new or enhance existing programs that serve the needs of low-income individuals, families and communities. CAP 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 to meet the needs of low-income communities includes:

- Refugee Social Services Funding
- Alternative Dispute Resolution Trust Fund
- Office of Traffic Safety Grants
- County of San Diego General Purpose Revenue

CAP is committed to sustaining programs and services that support inclusive economic growth. CAP staff actively participates in local service networks, identifying public and private partnerships with shared goals so that efforts can work collectively to improve outcomes in the community. In addition, CAP looks for opportunities to help build the capacity of local social and health organizations serving the low-income communities, so that they are better able to provide services.

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

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

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

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

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

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

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

The contract for the School-Based Family Support Services program will come to an end on June 30, 2021; CAP is in the process of procuring for a new program (Whole Family/2Gen Pilot Program) that will address similar, yet updated needs for youth and their families.

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

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

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

Same as above - School-Based Family Support Services program will come to an end and be replaced with services that address the need for innovative community-based youth development programs via the Whole Family/2Gen Pilot Program.

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

CAP oversees the Refugee Employment Services for newly arrived refugee families resettled to San Diego County. In this role, CAP contracts with local service providers to offer employment services that support removal of barriers to employment for refugee families, many of whom are also CalWORKs Welfare to Work participants. To maximize the services available to these families, CAP coordinates closely with the CalWORKs Welfare to Work Program housed in HHSA's Eligibility Operations Division. In addition to coordination with Welfare to Work, CAP collaborates with local refugee resettlement agencies responsible for providing employment

services for newly arriving single adult refugees or couples without children to ensure all newly arriving refugees become self-sufficient as soon as possible.

CAP contracts with the local Workforce Investment Board, San Diego Workforce Partnership (SDWP), to provide youth employment services to socially and economically disadvantaged youth ages 16-24 through the Connect2Careers Program. Connect2Careers is also supported by funding from the City of San Diego.

Services offered through the Communities in Action Program include referrals to local employment services programs to help support obtaining and maintaining/improving employment for low-income individuals and families throughout San Diego. Communities in Action contractors will establish collaborative partnerships to ensure warm referrals to local employment services programs and organizations that can help support employment outcomes (e.g. child care and adult education programs). Communities in Action program contractors will establish partnerships with SDWP, and their contractors funded through Workforce Investment and Opportunity Act (WIOA) dollars, which may include local One-Stop Centers and other community-based organizations providing employment services.

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

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

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

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

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

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

The advisory group that CAP participates in has changed its name from Community Services Block Grant Advisory Council (CAC) to “CSBG Service Providers”.

In addition to SDG&E’s Care Program, the Communities in Action providers also ensure that participants of the Care Program are aware of and enroll into SDG&E’s Management Payment (AMP) Plan; which is for CARE customers that have outstanding bills that are past due, this plan offers eligible customers help with reducing their past due account balance. Providers also provide referrals to participants to utilize the California LifeLine Program (California LifeLine) which is a state program that provides discounted home phone and cell phone services to eligible households.

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

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

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

The contract for the School-Based Family Support Services program will come to an end on June 30, 2021; the CAP team is in the process of procuring for a new program (Whole Family/2Gen Pilot Program) that will address similar, yet updated needs for youth and their families.

Monitoring

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

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

Community Action Partnership (CAP) monitors its programs and services through contractor performance monitoring which provides information on whether goals and objectives are being met. This process also allows CAP staff to identify problems, barriers, or systemic factors that service providers may be encountering in serving the target population. By monitoring contractors' performance 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 CAP programs. In addition, as a part of contract monitoring, CAP ensures fiscal integrity by aligning expenditures against program outcomes and ensuring that contractor claims are 1) accurate and 2) supporting the overarching goals of CAP and the Community Services Block Grant (CSBG).

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

CAP 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 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'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 Analysis and Evaluation

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

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

Community Action Partnership (CAP) regularly reviews data to ensure services are addressing the priorities of the communities being served and meeting anticipated outcomes. When data indicates that changes to programs or services are needed, CAP takes action and continues to evaluate for impact. Evaluation happens at the following levels:

- Strategically: As a part of the County of San Diego Health and Human Services Agency (HHSA), CAP completes an annual Strategic Review Process that includes 1) assessment of current programs and operations 2) completion of an environmental scan 3) Strengths Weaknesses Opportunities Threat (SWOT) analysis 4) identification of strategic advantages and challenges 5) setting of priorities for the year in alignment with the County of San Diego Strategic Plan.
- Operationally: CAP does not provide direct services, but it does work closely with contracted service providers to ensure that the day-to-day operations of its programs run smoothly. CAP collects and monitors outcome data from all service contractors to determine if progress is being made towards the goal of the program and whether there are any risks that need to be mitigated. CAP engages professional evaluation services when appropriate to better gauge whether services are having the intended impact on the individuals and communities they serve.

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

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

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

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

CAP regularly reviews data and feedback to ensure services are addressing the priorities of the communities being served and meeting anticipated outcomes. When data and feedback indicate that changes to programs or services are needed, CAP takes action and continues to evaluate for impact. 2020 presented a variety of challenges and new barriers to overcome for both the communities/individuals served and CAP's contracted service providers due to the COVID-19 pandemic. Providers were required to make changes to their service delivery methods in a short amount of time, the needs of many families and individuals shifted to crisis management, and CAP worked with both internal County teams and services providers to ensure service delivery continued within the policies and regulations and allowed feasible flexibility and accommodations to service providers to assist those in need. Examples of changes CAP made as a result of analysis of data include:

- Communities in Action (CinA) – CAP analyzed the use and need of the various types of services early to mid-2020 of the CinA program to determine if shifts would need to be made to better accommodate the immediate needs of the community. There was an immediate and increased need for emergency services (food, clothing, hygiene kits, and utility payments) already within the program and a decreased need for group/workshop training as providers pivoted to a more remote workforce/service delivery. CAP amended each of the CinA contracts to adjust for more emergency services and less group trainings in CY 2020 to better serve the community's needs.
- Allowable service adaptations for all programs that were required to shift the way they did business to ensure the safety of both the individuals and families they serve, but also their staff and volunteers. While many providers continued limited in-person services, the majority of them pivoted to fully online, virtual formats. This included items like case management, trainings, one-on-one technical assistance, and even delivery of goods such as groceries and personal items were all adjusted to be completed online through various virtual platforms and online ordering options.

Additional Information (Optional)

Disaster Preparedness

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

☒ Yes

☐ No

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

November 2020

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

The County of San Diego utilizes a Continuity of Operations (COOP) which consists of 5 Groups and includes approximately 17,000 employees. The County has an Emergency Operations Plan (EOP) that is used to prepare for, respond to, and recover from major disasters. Each division has its own COOP as an additional document designed to help the County effectively resume day-to-day core services and functions following such a disaster.

The COOP contains detailed plans to ensure the continuity of services in the event of a disaster and includes details on the following areas specific to each division:

- Orders of Succession and Delegation of Authority
- Department Staff COOP Responsibilities
- Facilities/Locations
- Vital Records, Files, and Databases
- Vital Systems and Equipment
- Logistics
- Concept of Operations – Procedures or Plan Implementation
- COOP Test, Training, and Exercises
- COOP Maintenance
- Record of Changes

Agency Capacity Building

1. Although the CNA focused on Community and Family Level needs, if your agency identified Agency Level need(s) during the CNA process, list them here.
2. Describe the steps your agency is planning to take to address the Agency Level need(s).

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Use of CSBG Funds Supporting Local Activities

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

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

Needs of Youth

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

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

Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

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

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

State Coordination/Linkages and Low-income Home Energy Assistance

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

Community Organizations

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

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

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State Assurances and Certification

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

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

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

For MSFW Agencies Only

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

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

MAXIMUM FEASIBLE PARTICIPATION

Category One: Consumer Input and Involvement

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

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

Category Two: Community Engagement

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

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

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

Category Three: Community Assessment

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

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

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

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

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

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

VISION AND DIRECTION

Category Four: Organizational Leadership

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

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

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

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

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

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

Category Six: Strategic Planning

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

Appendices

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

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