

2018-2019 Community Action Plan

**California Department of
Community Services and Development**

Community Services Block Grant



PURPOSE

The Community Action Plan (CAP) serves as a two (2) year roadmap demonstrating how Community Services Block Grant (CSBG) eligible entities plan to deliver CSBG services. The CAP identifies and assesses poverty related needs and resources in the community and establishes a detailed plan, goals and priorities for delivering those services to individuals and families most affected by poverty. CSBG funds may be used to support activities that assist low-income families and individuals, homeless families and individuals, migrant or seasonal farm workers and elderly low-income individuals and families by removing obstacles and solving problems that block the achievement of self-sufficiency.

Community Action Plans must adhere to the following federal and state laws:

COMPLIANCE WITH FEDERAL LAW

To comply with the Community Services Block Grant (CSBG) Act, [Public Law 105-285](#), Section 676b (11) eligible entities must complete a Community Action Plan (CAP), as a condition to receive funding through a Community Services Block Grant. Federal law mandates the eligible entities to include a community-needs assessment in the CAP for the community served.

COMPLIANCE WITH STATE LAW

To comply with [California Government Code 12747](#) pertaining to the Community Services Block Grant Program, Community Action Plans are to be developed using processes that assess poverty-related needs, available resources, feasible goals and strategies, and that yield program priorities consistent with standards of effectiveness established for the CSBG program. The CAP should identify eligible activities to be funded in the program service areas and the needs that each activity is designed to meet. Additionally, CAPs should provide for the contingency of reduced federal funding.

COMPLIANCE WITH CSBG ORGANIZATIONAL STANDARDS

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138 dated January 26, 2015](#), CSBG eligible entities will comply with implementation of the Organizational Standards. Compliance with Organizational Standards will be reported to OCS on an annual basis via the CSBG Annual report. In the section below, CSD has identified the Organizational Standards that provide guidance for the development of a comprehensive community needs assessment. CAP responses should reflect compliance with the Organizational Standards and demonstrate a thorough understanding of the Organizational Standards throughout the development of a comprehensive community needs assessment.

CONSUMER INPUT AND INVOLVEMENT

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

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

COMMUNITY ENGAGEMENT

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. This sector would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

COMMUNITY ASSESSMENT

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

Public Agency - Standard 3.1: Department conducted 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 analyzes both current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).

Standard 3.3: 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.

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.

STRATEGIC PLANNING

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

Public Agency 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.

STATE PLAN AND APPLICATION REQUIREMENTS

As required by the CSBG Act, Public Law 105-285, states are required to submit a state plan as a condition to receive funding. Information provided in the CAP by eligible entities is included in CSDs biennial State Plan and Application.

**COMMUNITY SERVICES BLOCK GRANT
2018/2019 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:

Agency Contact Person Regarding Community Action Plan

Name: Rob Choate
Title: Administrative Services Associate
Phone: 530-265-1645 Ext: _____
Fax: 530-265-9860
Email: Rob.Choate@co.nevada.ca.us

CERTIFICATION OF COMMUNITY ACTION PLAN AND ASSURANCES

The undersigned hereby certifies that this agency complies with the Assurances and Requirements of this 2018/2019 Community Action Plan and the information in this CAP is correct and has been authorized by the governing body of this organization.

Supervisor Weston, Board Chairperson

Date

Mike Dent, Executive Director

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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2018 - 2019 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, 2017**:

- Cover Page and Certification**
- Table of Contents**
- Vision Statement**
- Mission Statement**
- Comprehensive Community Needs Assessment**
- Documentation of Public Hearing(s)**
- Federal Assurances**
- State Assurances**
- Individual and Community Eligibility Requirements**
- Monitoring and Evaluation**
- Data Collection**
- Appendices (Optional)**

VISION STATEMENT

Provide your agency's Vision Statement which describes your agency's values. The vision is broader than any one agency can achieve; the agency collaborates with others in pursuit of this vision.

The Nevada County Adult and Family Services Commission envisions communities where all residents have access to quality education, affordable housing, healthcare, transportation, healthy food and a living wage.

- *Through partnerships, people with low-income find resources, support, relations and opportunities that aid them in overcoming economic and cultural barriers to establishing and maintaining self-sufficient lives*
- *Commitment to empowering those seeking assistance to achieve and sustain self-sufficiency*
- *Organizational excellence and continued improvement working with employees, the community and partners*

MISSION STATEMENT

The Mission Statement describes the agency's reason for existence and may state its role in achieving its vision.

Organizational Standard 4.1 references the Mission Statement for private and public entities:

Private Entities

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 Entities

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.

Provide your agency's Mission Statement

Mission Statement (Insert Statement)

It is the mission of the Nevada County Adult and Family Services Commission to engage and empower our community to eliminate poverty, to create equity and prosperity, and to assist people in achieving self-sufficiency through direct services, advocacy and community partnerships.

COMPREHENSIVE COMMUNITY NEEDS ASSESSMENT

Public law 105-285 requires the state to secure from each eligible entity, as a condition to receive funding, a CAP which includes a community-needs assessment for the community served. Additionally, state law requires each CSBG eligible entity to develop a CAP that assess poverty-related needs, available resources, feasible goals and strategies, and that yields program priorities consistent with standards of effectiveness established for the program (*California Government Code 12747(a)*).

The Community Needs Assessment captures the problems and conditions of poverty in the agency's service area based on objective, verifiable data and information gathered through various sources. Identified problems and conditions must be substantiated by corroboration through public forums, customer questionnaires, surveys, statistical data, evaluation studies, key informants, and/or other reliable sources. The Community Needs Assessment should be comprehensive and serve as the basis for the agency's goals, and program delivery strategies. The Community Needs Assessment should describe local poverty-related needs and be used to prioritize eligible activities offered to low-income community members over the next two (2) years.

As a part of the Community Needs Assessment process, each organization will analyze both qualitative and quantitative data to provide a comprehensive "picture" of their service area. To assist the collection of quantitative data, CSD has provided a link to a data dashboard including instructions and a data dictionary. The link gives agencies access to data for every county in the state. The dashboard can be accessed by clicking on the link or copying and pasting the link in your browser.

https://public.tableau.com/views/Cap_Assessment/CAPData?:embed=y&:display_count=yes

This data can be used as a starting point for developing your needs assessment. It is derived from data sources that align to the federal assurances required for the Community Services Block Grant. Each respondent is responsible for providing information regarding the needs around each federal assurance to indicate whether the agency or some other entity is providing the services.

By clicking on the State and County level Data page, the user will have access to quantitative poverty data. Analysis of the data collected is critical and must include not only the summarization of findings, but the identification, measurement and reporting of improvements and changes in the community both in the conditions and resources to assist low-income consumers on their journey towards self-sufficiency.

In the space below, provide a narrative description of the causes and conditions of poverty affecting the community in your service area such as: child care, community housing, crime, educational achievement, employment/unemployment, income management, healthcare, homelessness, nutrition, and other factors not listed. In particular, describe how the agency ensures that the Community Needs Assessment reflects the current priorities of the low-income population in the service area, beyond the legal requirement for a local public hearing of the CAP.

Agencies should describe the methods and strategies used to collect the information and should utilize a combination of activities and tools such as: focus groups, surveys; community dialogue, asset mapping, interviews, and public records.

Helpful Resources		
United States Census Bureau Poverty Data click here	State of California Department of Justice Statistics by City and County click here	U.S. Department of Housing and Urban Development Homelessness Assistance click here
Employment Development Department Unemployment Insurance Information by County click here	California Department of Education Facts about California Schools Using DataQuest click here	California Department of Public Health Statistical Data click here
Bureau of Labor Statistics Labor Data click here	California Department of Finance Various Projections/ Estimates click here	Community Action Partnership Community Action guide to develop a CNA click here
A Comprehensive Community Needs Assessment (CCNA) Tool Statistical Data to assist CNA development click here		

Comprehensive Community Needs Assessment (Insert Narrative)

COMMUNITY NEEDS ASSESSMENT: COMPLIANCE WITH ORGANIZATIONAL STANDARDS

The Adult and Family Services Commission’s Comprehensive Community Needs Assessment

process was intended to assist in community action planning efforts and to satisfy the requirements of the Community Services Block Grant program administered by the California department of Community Services and Development.

The Community Needs Assessment, and the resultant Strategic Plan were intentionally designed for consistency and compliance with the Results Oriented Management and Accountability (ROMA) standards. The essential tasks of coordination, facilitation, research, analysis and developing the Plan were outsourced to SiLK Consulting Group, a firm located in Northern California.

The Community Needs Assessment analysis drew on qualitative and quantitative data and other sources of publicly available information within Nevada County. Survey responses received from the survey tool were analyzed and the Commission and its partners provided several other reports and documents to include. The primary instruments included:

- Community Commons, Community Action Partnership, Community Needs Assessment Hub
- U.S. Census Bureau; American Community Survey conducted on behalf of the U.S. Census Bureau
- 2015 American Housing Survey conducted on behalf of the U.S. Census Bureau
- Small Area Income and Poverty Estimates (SAIPE) on behalf of the U.S. Census Bureau
- Department of Agriculture, Food-Nutrition-Assistance
- Public Tableau, CAP Assessment
- Studies and planning documents produced by governmental and non-profit entities, including: North Tahoe-Truckee Housing Study; Nevada County Needs of Seniors Study; Project Mana Community Needs Assessment Report; Nevada County Economic Resource Council Report
- Web-based Survey Tool
- Agency records provided by Nevada County staff

Phase I

On the onset of Phase I, the Agency formed a Strategic Planning Sub-Committee under the leadership of Suzi Kochems, of SiLK Consulting Group. Mrs. Kochems served as the facilitator for the strategic planning process and developed the needs assessment analysis and the strategic plan. The sub-committee members included:

- Tim Giuliani, Commission Chairperson, Dial 211
- Doug Fleming, Commission Vice Chair

- John Tracy, Commission member, Interfaith Food Ministries
- Sarah Deardorff, Commission member, Sierra Senior Services
- Rob Choate, Nevada County staff
- Tamaran Cook, Nevada County staff
- Mike Dent, Nevada County Social Services Director

Standard 1.2: The Nevada County Adult and Family Services Commission (AFSC) collected input and information from low-income individuals as part of the Community Needs Assessment process.

During Phase I, Mrs. Kochems lead a Community Dialogue, where nearly fifty city/county government staff, CBO's, providers, community advocates, low-income individuals, customers/constituents and concerned citizens came together, at two different locations, to discuss and systematically collect and analyze customer/constituent feedback about agency programs and services, community needs, community resources and community engagement, thus setting the framework for the Nevada County CAA Strategic Planning. A standardized client survey was developed and administered in paper copy, as well as via a web based tool. The results were reviewed by the Commission and reported out at a regular Commission meeting, with applicable action steps documented.

Standard 6.4: Customer satisfaction data collected as part of the Community Action Plan, as well as satisfaction data collected by each individual program funded will be reviewed by the CAA staff and the Commission. The AFSC Strategic Plan (approved in April 2017) holds a strategic objective about improving data gathering and overall program effectiveness by measuring customer satisfaction at least once per year for each program and for the Agency as a whole.

Standard 3.1: The AFSC conducts a formal Community Assessment every two years; prior to the 2016 process, the most recent completed report was finalized and submitted in 2015.

Standard 2.2: As part of the Community Assessment process, the AFSC collected stakeholder information from other public agencies, community-based organizations, faith-based organizations, private sector agencies and educational entities. In 2017, the AFSC obtained information from: County Department of Social Services, Mental Health, and Drug and Alcohol Services, Behavioral Health, senior services, food ministries, community collaboratives, community services, support services, Area on Aging, and many different service provider organizations that span every service category within the County, including homeless services. This valuable data from stakeholders is important in helping the Commission better assess, develop and manage necessary services in the community.

Standard 3.2: The AFSC collected and analyzed data specific to poverty and its prevalence related to gender, race/ethnicity, age and household composition Surveys, focus groups and community forum data were collected and compared to census and demographic data, to

include: federal poverty levels, employment, age, race/ethnicity, gender, educational attainment, housing composition/status, childcare needs, and transportation availability.

Standard 3.3: In addition, the consultant conducted quantitative and qualitative environmental analyses with a County staff focus group, the Adult and Family Services Commission, the Strategic Planning sub-committee and community stakeholders in both western and eastern Nevada County.

The qualitative analysis consisted of an assessment tool that solicited feedback regarding the perceived internal strengths and weaknesses of the Agency/Commission and the external opportunities and threats. The quantitative analysis consisted of a series of community meetings discussing and clarifying the results of the qualitative assessment, collecting additional data, identifying the major themes that emerged, applauding accomplishments and forward progress, as well as identifying areas of improvement. Every data collection engagement was designed to be open and inclusive, respecting the diverse perceptions, opinions and views of the individuals participating in the process. Based upon the results of the data collection, the Commission categorized the key issues for each strategic path.

Each of the assessment strategies identified above were publicly held and noticed, were open to any individual wishing to participate, and included public and private agencies CBO's and low-income persons.

Phase II

During Phase II the sub-committee explored the emergency priorities and determined potential strategies for addressing those issues. The sub-committee determined that adopting a Commission specific vision and mission was progress toward supporting the overarching goals of CSBG. With the development of the vision and mission came the identification of key strategic priority and goals. The strategic goals are broad, qualitative statements that describe the desired results that will be accomplished by pursuing the vision and mission.

The sub-committee determined their desired outcomes, broad strategies and specific objectives. The objectives are statements of specific, measurable and time-bound results. Each objective was linked to the most appropriate of the five goals that would be addressed if the Agency were to be successful in achieving the objective.

Standard 3.4: The Community Action Plan includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

Trends

The current trends explored during the needs assessment process were: advocating for affordable housing, improving community health and wellness, creating expanded pathways to healthy food, understanding transportation concerns as a means to employment and health care, and the changing political environment. Affordable housing was noted by 78% of

those participating in the assessment process as a potential focus area for the Nevada County AFSC. This focus includes sustaining community programs that address the social determinants of health such as access to healthy food, as well as access to mainstream resources which ensures a healthier and vibrant community. The rising costs of rental properties paired with extremely low-vacancy rates make housing unattainable to most families/individuals with low-incomes.

Creating expanded pathways to employment (such as addressing issues that prohibit people from getting jobs, such as transportation, and providing skills training to people to obtain available jobs) were noted by more than half of those participating in the assessment. There was also an emphasis on addressing other barriers to employment, these were: 1) access to living wage jobs (\$15 per hr.); 2) access to childcare and associated costs; and 3) the uncertainty of supportive services for low-income wage earners as a result of a new political environment.

The need for affordable housing and coordinated ways of identifying and addressing housing concerns were also identified by the community forum participants. These included: 1) housing conditions that included high rent and selective landlords; 2) the lack of rental units and vacancy rates; 3) emergency housing and permanent supportive housing for people who are homeless; and 4) the creation of more affordable housing in all communities.

Also noted were the differences in services available in the western part of the county versus the services available in the eastern portion. Other trends included the fear of deportation of immigrants in the eastern portion of the county; a need for legal services primarily for Spanish speaking persons; homeless crisis intervention services are lacking as are specialty care physicians.

The AFSC held one Public Hearing at the June 13, 2017 Board of Supervisors meeting to garner the input of the community through community dialogue. This process allowed the AFSC to obtain feedback identifying the problems and needs affecting low-income individuals and families in Nevada County. The majority of the CBO's that receive CSBG funding attended one, if not all, of the community forums, providing their input regarding concerns that they are currently facing in the communities that we serve.

The top four (4) identified community needs are noted in the table below beginning with the most important community need identified by those responding to the survey.

Community Needs				
Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	Page
Safe and Stable Affordable Housing	Yes	Referrals to local service providers. The CAA will continue to partner with providers and fund programs through the housing division.	Referring party; participate in the Homeless Continuum of Care; promote sustained housing through partners such as The Salvation Army, Hospitality House, Emergency Assistance Coalition and other service providers	Appendix B, Pages 13-15
Transportation	Yes	Referrals to the local public transportation provider and private transportation providers. The CAA will continue to collaborate with the transportation commission to improve viable transportation opportunities across the county.	Referring party; the CAA will partner with local transportation providers to enhance viable transportation options.	Appendix B, Pages 16-17
Access to Mainstream Benefits	Yes	Agency provides CalWORKs, Medi-Cal, CalFresh, employment services, access to affordable health care, immunizations, IHSS, and access to affordable housing. Provides referrals to other county departments serving as service providers	Direct service provider for public benefit programs. Referring party.	Appendix B, Pages 17-18
Food/Nutrition	Yes	Referrals to local service providers. The CAA will continue to collaborate with local food distribution centers to	Referring party.	Appendix B, Pages 15-16

		diminish food insecurities			
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Instructions:

Top Needs: list the top needs from your most recent Needs Assessment

Agency Priority: Enter a Yes or No in the box to indicate if the need will be addressed directly or indirectly. If the need will not be met please provide explanation in narrative section below.

Description of programs/services/activities: Briefly describe the program, service or activity that your entity will directly provide.

Coordination: If your agency will address the need through coordination, describe what organizations and/or coalitions you will work with to meet the need, including the roles of each party.

Page: Please include the location where this information can be found.

Insert Narrative (Explain why need will not be met.)

Not Applicable

DOCUMENTATION OF PUBLIC HEARING(S)

[California Government Code 12747\(b\)-\(d\)](#) requires all eligible entities to conduct a public hearing in conjunction with their CAP. In pursuant with this Article, agencies are to identify all testimony presented by the low-income and identify whether or not the concerns expressed by that testimony are addressed in the CAP.

Provide a narrative description of the agency's public hearing process and methods used to invite the local community to the public hearing(s), and the methods used to gather the information about the low-income community's needs. Examples include: Surveys, public forums, and secondary data collection.

Note: Public hearing(s) shall not be held outside of the service area(s).

Public Hearing Process (Insert Narrative)

The AFSC makes an extended effort to reach out to the communities within the county to integrate community inputs into the strategic planning and development of key program priorities. In the past eight months, the AFSC joined with Health and Human Services and dozens of county agencies and community based organizations, in a rich collaborative process for the development of critical data gathering and analysis. This analysis recognized assets and disparities within the County. In November and December 2016, the AFSC lead two Community Engagement Forums, where nearly fifty city/county government staff and CBO's came together to discuss community needs, community resources and community engagement. At the Community Engagement Forums, service providers, stakeholders and recipients of services (low-income person) were asked to ascertain the greatest needs of the community and what can we do to meet those needs. In addition, over 400 surveys were distributed to existing program participants and applicants to capture the community needs by service type and prioritization.

At both of the aforementioned public planning meetings, community input and data was provided, documented and included in the CAP plan.

In collaboration with the planning meetings, the CAP Advising Board, the Adult and Family Services Commission reviewed and discussed the draft CAP Plan. The AFSC held a public hearing on Tuesday, June 13, 2017 in the Nevada County Board of Supervisors chambers in Nevada City to solicit input on the types of services deemed necessary by the population that we serve. The hearing was held between 9:00 am and noon and was open for individuals to the general public. This hearing was well publicized in a local newspaper via a press release drafted by the County Health and Human Services Agency, as well the public hearing was noticed on

multiple county websites.

For those individuals that were unable to attend the public hearing, an e-mail address and phone number were listed allowed for additional opportunities for low-income community members to share their issues, needs and concerns.

The sign in sheets from community forums, the public hearing sign in sheet, affidavit of publication for the public hearing, and any comments are summarized and incorporated into the CAP plan (Appendix A).

Below is an example of a diagram that can be used to capture and identify testimony of the low income.

Comment/Concern	Was the concern addressed in the CAP?	If so, indicate the page #	If not, indicate the reason
Job training needs	Yes	32	N/A
Transportation needs in ABC, CA	No	N/A	Due to limited funding, agency meets 50% of the transportation needs in ABC, CA.

Attachments

- Provide a copy of each public hearing notice published in the media.
- Provide a summary of all testimony presented by the low-income population:

The sign in sheets from community forums, the public hearing sign in sheet, affidavit of publication and any comments are summarized and incorporated into the CAP plan (Appendix A).

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);

In following the agency's mission and vision, the AFSC helps individuals and families, through direct partnerships, develop the skills needed to be self-sufficient. The AFSC provides limited funding to supportive service programs to low-income households while advocating for their needs and influencing community change.

Obstacles and problems are created by any mixture of internal and external issues and/or circumstances. Obstacles may include a lack of affordable housing, unemployment, mental health, drug/alcohol addiction, family stability, lack of accessible health care or education, and the need for proper nutrition or adequate childcare. Depending upon the presenting issue, CAA partner services can include emergency assistance (sheltering and utility assistance), case management, health services/education, parenting classes and child care, senior day services and advocacy to address the root causes of problems contributing to instability. Even though some of the available services are emergency focused, even these services focus on moving clients out from their emergency situation and into services to help them gain self-sufficiency.

(ii) secure and retain meaningful employment;

Clients are referred to the Employment Resource Center which provides career counseling, vocational testing, job training and job search. Within the Agency, multiple partners are co-located and meet frequently to assist with securing and retaining meaningful employment. CalWORKs, Workforce Investment Opportunity Act, and senior employment services are co-located at the local One-Stop. All workforce development partners, including local education institutions meet quarterly to discuss employment trends, training needs of the community, and workforce preparation and development.

Multiple service providers meet monthly at FREED, a local community based non-profit, to enhance service provision leading to self-sufficiency for elderly and disabled clients in Nevada County. The programs promote independent living and effect systems change. Services include: independent living skills, training, peer support, advocacy, assistive technology, housing

assistance, personal assistance referrals and information on obtaining and retaining employment.

The primary homeless services providers' case managers work closely with mainstream resource providers to incorporate job training and job seeking skills into the case management plans for clients. Together with the case managers, the Employment Resource Center, clients are provided with the tools and training to not only prepare for employment, but to maintain it long-term.

Through Volunteers of America and the Supportive Services to Veteran's Families Program links veterans and their families to a full-time Job Developer who works to link clients with employers and then continues to follow-up to ensure success in maintaining employment.

(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;

The County of Nevada supports both the Big Brothers/Big Sisters of Nevada County and North Lake Tahoe, and The Friendship Club; both provide mentoring to increase the academic achievement of low income students and at risk youth. The Family Resource Centers were awarded additional funding specifically to increase literacy skills and enhance materials to help families attain adequate work skills and education. The Nevada County Library teamed up with the CalWORKs program have creating a partnership to provide job training, job education and literacy education for low income and community residents. In addition, the Family Resource Centers work with Read Up! to provide tutoring services for children and adults, including GED assistance.

(iv) make better use of available income;

The AFSC realizes that self-sufficiency means more than just the provision of public assistance. Services such as rental assistance, energy assistance, and food security allow residents to use their limited resources for other needs. AFSC partner agency programs help low-income clients access benefits and learn skills to assist them in becoming economically self-sufficient. In the majority of Nevada County homeless services programs, clients are stabilized by addressing their basic needs for food, shelter and support while receiving case management services and support. Clients are encouraged to enroll in case management as a means of obtaining permanent housing and job placement.

The AFSC's network of providers has members such as FREED who provide budget counseling to teach customers how to effectively create a budget and manage money. Nevada County's energy and housing programs provide additional resources and instruction on money

management. Project MANA operates the program Dar A Luz, which provides a "learning for life" course in budgeting, smart shopping and nutrition. This program targets the population of low income, Hispanic women living in the eastern side of Nevada County. Foster Youth Services provides budgeting and life skill classes to youth transitioning out of the Foster Care System. Various service providers such as: Turning Point, Sierra Forever Families, The Salvation Army, Women of Worth and DVSAC have elements of budget management, budget preparation and budgeting strategies as elements of their programs.

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

The Agency has numerous partners such as the Hospitality House, the Nevada County Behavioral Health Department and The Salvation Army, which serves homeless individuals and families by providing a place to shower, do laundry, eat lunch and stay in an emergency shelter or permanent supportive housing. The County provides various home rehabilitation programs and a First-Time Homebuyer program that helps low income families and individuals maintain a healthy and safe home as well as help in purchasing their own home. Weatherization programs provide energy efficiency. The County's Tenant Based Rental Assistance program provides a one-time rental deposit payment for low income individuals or families moving from homeless situations to permanent housing and low income individuals and families moving from temporary shelter into permanent housing. The Salvation Army also provides temporary housing for homeless families while helping them reach self-sufficiency.

In addition, rental assistance can be obtained through a couple of new funding sources in the County, including case management and rental assistance for low-income veterans and their families; low-income families with young children and intensive case management and rental subsidy for chronically homeless individuals.

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

Emergency assistance for food and clothing is offered by many community based agencies to help families and individuals meet immediate and urgent needs. The Family Resource Centers operate food pantries and clothes closets. The Family Resource Center in Truckee offers legal assistance for those facing eviction or tenant/landlord disputes. PARTNERS Family Resource Centers provide emergency cash and gas vouchers. The Nevada County Food Bank, Interfaith Food Ministry, Hospitality House, Divine Spark, Sierra Roots, Project MANA and others also provide emergency provisions for food, clothing, and household necessities, such as diapers. As previously mentioned, the County's Tenant Based Rental Assistance Program, provides assistance with permanent housing for low income and

homeless individuals and families. Habitat for Humanity provides down payment and monthly mortgage payment assistance to families who help to build their own home. The Emergency Assistance Coalition operates a program that includes lodging, food and gas on an emergency basis. Many of the aforementioned agencies will also refer families to Section 8 and HUD housing programs.

(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;

Not applicable; Nevada County is not an urban area

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

The Nevada County Sheriff's Office has implemented the philosophy of Community-Orientated Policing. Some examples of community policing efforts include: self-defense classes, disaster preparedness, boat safety inspections, crime prevention programs, residential vacation checks, annual Christmas toy projects and participating in other community events.

Please indicate the activities your agency sponsors to satisfy the Federal Assurance listed in #1 above (check all that apply):

- Disaster Preparedness and Relief
- Energy Support
- Job Training
- Asset Development Programs
- Educational Support
- Career Development
- Volunteer Coordination Efforts
- Food Resources
- Health Education
- Tax Preparation /Tax Credit Information
- Mentoring
- Parent Support

- Child Development Information
- Medical Service Access
- Home Visiting/Case management
- Childcare Services/Head Start
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

2. Needs of 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

Please select the types of programs your agency sponsors to address the needs of youth:

- Youth Mediation Programs
- Youth Mentoring Programs
- Tutoring
- Life Skills Training
- Youth Employment
- Entrepreneurship Programs for Youth
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

Narrative Response:

Big Brothers/Big Sisters of Nevada County and North Lake Tahoe, The Friendship Club, Child Advocates of Nevada County, Victor Community Support Services Family Resource Centers and the New Events & Opportunities (NEO) program, through the Nevada County Office of Education, provide mentoring programs, leadership skills and entrepreneurship programs. Programs support the development of youth through nurturing relationships and prepare them to become contributing members of the community. NEO is committed to inspiring the community to create and support more youth friendly areas and drug free activities. They provide fun alternatives to drug use, provide opportunities for youth to perform and take on leadership roles within the community and support local artists and musicians in Nevada County. WRAP service providers and the court system work together to provide mediation and mentoring for youth involved in the probation and foster care systems.

Transitional Age Youth Services include: mentoring, life skills and employment readiness. The One-Stop Business and Career Center offers career exploration, training and educational opportunities for youth.

(ii) after-school childcare programs

A limited number of Nevada County school districts offer after school childcare. Nevada County childcare providers offer an array of choices for families who need after school childcare. Parents become educated about quality child care and the choices they have available through Sierra Nevada Children's Services. Childcare payment assistance is available to low income families.

3. Coordination of Other Programs

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

Please indicate the types of programs your agency coordinates services with:

- Local Workforce Investment Boards
- Social Service Departments
- CSBG MSFW Agency
- One-Stop Centers
- Child Care Centers
- Faith-Based Organizations
- Community Based Organizations
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

Narrative Response:

Nevada County Health and Human Services is the lead agency for offering State Welfare Reform efforts. Parents utilize the CalWORKs program to prepare for employment as a condition of receiving public assistance benefits. Job preparation workshops, resume assistance, job search assistance, work experience and subsidized employment are strategies used to move families toward self-sufficiency. Through Health and Human Services, families have access to healthy food and food security with CalFresh benefits; have access to in home supportive services through the IHSS program; and, have access to health care coverage through the Affordable Care Act or Medi-Cal.

Through a local non-profit, ProjectGO, another CSBG eligible entity in Placer County, energy assistance and weatherization services are provided.

Communication and coordination with partners occurs every week through the Friday memo, a publication put out by the Health & Human Services Director each Friday demonstrating the coordination of events, featured resources and other valuable information.

The Nevada County Coordinating Council is a rich partnership between community-based non-profit organizations, public entities, such as the Health and Human Services Department and Behavioral Health, and school districts to support improved health outcomes, housing the homeless, coordination of services, funds leveraging and gap analysis.

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.

Nevada County works with a large array of community partners that serve to provide nutritious foods to counteract conditions of starvation and malnutrition among low income individuals. Interfaith Food Ministry of Nevada County serves approximately 9,000 individuals yearly. Gold Country Community Council, Inc., and Sierra Senior Services offer congregate and home delivered meals to low income seniors. Hospitality House provides daily meals to the homeless population. A Farmer's Market has relocated to the Nevada County Government Center and provides nutrition education, demonstrations and accepts Electronic Benefit Transfer so that low-income residents may use their CalFresh (SNAP) benefits to provide fresh and healthy food for their families. The Family Resource Centers and the Nevada County Food Bank provide emergency food pantries and food distribution.

When possible, case managers and family advocated (through multiple county programs) provide commodities as needed and educate clients about available food resources in the community, including: fee community meal programs, free & reduced school meal programs, meals on wheels, food bank coalition programs, and enrollment in CalFresh.

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 as defined in section 3 of the Workforce Innovation and Opportunity Act [29 U.S.C. 3102].

Please indicate the types of entities your agency coordinates services with:

- Workforce Investment Boards
- Social Service Departments
- One-Stop Centers
- Child Care Centers
- Faith-Based Organizations
- Local Colleges
- Adult Education programs
- Job Training Organizations
- CSBG MSFW Agency
- CalWORKs
- Community Based Organizations
- Substance Abuse Treatment Providers
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

Narrative Response:

The County of Nevada is responsible for operating the CalWORKs program that contracts with the Alliance for Workforce Development to provide Workforce Investment Opportunity Act (WIOA) services. WIOA Services are co-located with County staff to coordinate daily services. Welfare-to-Work services are provided by the IHSS Public Authority.

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.

LIHEAP (Low-Income Home Energy Assistance Program) and DOE Weatherization: This program has three main components: 1) weatherization services, which include minor home repairs; replacement of water heaters, windows, and doors; attic insulation, weather-stripping; combustion appliance safety testing; and duct system and blower door testing; 2) heating and cooling services, which include repair and replacement of furnaces, evaporative coolers, air conditioners, and water heaters; and 3) utility payment assistance through the Home Energy Assistance Program which provides a once a year payment for low-income households in crisis; payments can be for gas, electric, or propane.

Low Income Home Energy Assistance is operated by ProjectGo who is the regional provider for Placer and Nevada Counties. ProjectGo has staff that are co-located in Nevada County offices. Information is provided to the community using multiple media sources. Information is also posted in Social Services lobbies so that low income residents can stay informed on the

availability of LIHEAP services in the agencies where they are already accessing services.

Various service providers, such as the Family Resource Centers, will purchase emergency wood and propane to help in crisis situations. Gold Country Community Services Inc. provides fire wood to low income seniors as a supplemental heating source

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.

Please select the various organizations that your agency forms partnerships to serve low-income residents in your service area, check all that apply:

- Local school districts
- Social Service Departments
- State agencies
- Colleges
- Faith-Based Organizations
- Community Based Organizations
- Local Utility Companies
- Charitable Organizations
- Homeless Programs
- Participant in County Taskforce
- Local Food Banks
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

Narrative Response:

The Center for Nonprofit Leadership provides training, coordination and resources and works as a catalyst to strengthen and sustain local nonprofit organizations. Over 50 nonprofit organizations and individuals representing faith-based organizations are members of the Center for Nonprofit Leadership in Nevada County. There are numerous multidisciplinary collaboratives in Nevada County that coordinate programs and form partnerships to serve low-income residents of Nevada County. For example, the Adult & Family Services Commission oversees the Community Services Block Grant.

The AFSC has long-standing ties to the faith-based community through Interfaith Food Ministry and funding of their highly successful meal programs.

Participation in the monthly Nevada County Coordinating Council and the Homeless Resource

Council of the Sierras, the local and regional homeless continuums of care, are two examples of rich partnerships between community-based non-profit organizations and public entities.

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 Nevada County AFSC has a tripartite Board, with equal representation from low-income communities, the private sector, and elected officials.

As low-income or private sector seats become available on the Board, vacancies are publicized through Public Notices, Public Service Announcements, and on the County website. Information flyers are distributed to community organizations encouraging application for Board service.

If any low-income individual, community or religious organization, or representative, believes they are inadequately represented on the Nevada County AFSC Board of Directors, they may meet with the CSBG Program Coordinator to discuss their concerns and review the Board bylaws. They will be given information about composition, membership, and terms of office of the current Board, as well as information about applying for membership when vacancies occur.

9. Cost and Accounting Standards

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

The County's Finance Department maintains budgetary control procedures, accounting systems, and reports in accordance with generally-accepted accounting principles and pertinent federal and state rules and regulations, including relevant Office of Management and Budget circulars and amendments. These practices ensure integrity, accountability and proper stewardship of local, state, federal, and private foundation funds. A separation of financial functions is implemented at every level to safeguard assets. All systems are flowed charted, documented in a County board-approved Finance Policy/Procedure manual, and reviewed internally for strong preventive and detective controls. Financial reports are generated and reviewed by agency management and the AFSC Board of Directors. Ongoing monitoring occurs through: annual self-assessment; two independent annual audits; various reviews and monitoring by local, state, and federal agencies; monthly meetings with the Board's finance committee; and annual in-depth budget reviews of all County programs. The County also has an audit committee which provides oversight of the annual audit and other

relevant issues. Finance staff are trained in OMB and knowledgeable about federal regulatory and grant requirements.

10. Service Delivery System

- a. 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.

- b. Provide 2-3 examples of changes made by your agency to improve service delivery to enhance the impact for individuals, families, and communities with low-incomes based on an in-depth analysis of performance data.

The Nevada County Board of Supervisors is recognized as the governing board over county budgets and services, including those targeted for specific sub-populations such as low-income individuals and families. Through the Board of Supervisors, community members are appointed to serve on the Adult & Family Services Commission, which serves as the tripartite board for CSBG funding. CSBG funding is administered by the Nevada County Health & Human Services Agency, the designated local agency to administer public assistance programs such as: Social Services, Behavioral Health, Public Health, Child Support Services and housing assistance programs. The Department of Social Services falls under the umbrella of the Health & Human Services Agency and provides administrative staff to the Adult & Family Services Commission and tripartite board. Health & Human Services Agency staff sit on a wide variety of multidisciplinary teams and commissions that represent and coordinate services for low income individuals and families.

The Adult and Family Services Commission monitor the service delivery systems across the spheres of influence that most impact low-income Nevada County residents. Over the years, and through its sub-grantees, the Adult and Family Services Commission has responded to existing or emerging needs through local service providers to test effective delivery strategies. Collaboration among service providers is the norm in Nevada County, and the appropriate and effective use of mainstream resources is a high priority.

Homeless Services provides an array of programs that feed, shelter, support and case manage homeless people to help them achieve stability and self-sufficiency. The Hospitality House offers overnight shelter, meals and showers, and The Salvation Army offers supportive services.

Need who our current recipients of CSBG funds are: IFM, Child Advocates of Nevada County, Victor Community Services, Family Resource Center of Truckee, Friendship Club and New Events and Opportunities (NEO) after-school programs.

11. 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.

The entire community of public and private service providers shares the task of identifying gaps in services. County staff, and members of the Adult and Family Services Commission serve on county planning entities, including the Homeless Resource Council of the Sierras, the Nevada County Coordinating Council, the Adult and Family Services Commission, Child Care Planning Council, Mental Health Advisory Board, Regional Housing Authority of Sutter, Nevada and Colusa Counties, Area 4 on Aging, and the Tahoe/Truckee Collaborative. The planning entities continuously monitor available services, identify gaps in services, and make recommendations to address gaps.

Agencies that have reached their service capacity or exhausted their service resources refer clients to other local resources, when they exist. Collaborative case management between service providers (with client permission) occurs in several venues in order to resolve the impacts of service gaps. It is hoped that client needs will be met through creative short-term strategies, while long-term service delivery systems are modified, augmented, or expanded to meet emerging needs.

To meet the needs of low-income people throughout the county, the access point for service referrals, Dial 2-1-1, developed a countywide listing of basic services and resources, including programs, addresses, contact information, and hours of operation. The database is maintained on the 2-1-1 website where users can locate and map each service location by community, or service category; and, link directly to other local providers' websites, including public transit information.

Computers with internet access are available in public locations such as the library, DSS offices, One-Stop Career Centers, other community service provider sites, so that vulnerable populations can be trained to use the website for real-time, self-navigation of the safety net system in the County. Various case managers, staff and family advocates assist clients in accessing these sites. While this information is also available through the 2-1-1, 24-hour Hotline information/referral telephone service, the ability to access direct links to other provider sites is extremely useful to low-income users.

Case managers and family advocates throughout the County provide information, referrals, case management, and follow-up consultations for their clients seeking community resources.

12. Funds Coordination

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

All resources received to support CSBG funded programs are used as directed by the grantor. Whenever possible, resources are braided together to complement or enhance the level of service provided. Mainstream resources are always the first to be accessed or used, as appropriate. The Adult and Family Services Commission uses unrestricted discretionary funds, when available, to augment existing resources, seed new projects, or leverage additional financial support.

13. 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 effective parenting.

Please select the community and neighborhood initiatives your agency will use to fulfill the purpose of this subtitle:

- Fatherhood Strengthening Classes
- Counseling
- Non-court-ordered parenting classes
- Co-parenting communication skills
- Classes assisting incarcerated or recently paroled men
- Job training and employment assistance
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

Narrative Response:

The Family Resource Centers offer parenting classes throughout the Nevada County communities to low income residents. The parenting classes target different age groups. The Power of Positive Parenting program is for parents of children aged 2-12. The Second Step Family Guide is for parents with children aged 4-12. The Circle of Security is for parents with children aged 0-3. Fatherhood groups have been established and are operational. Fatherhood groups meet biweekly and provide information on how to utilize community resources, ideas on activities to do with children and parenting classes. The Family Resource Centers (FRCs) also offer one-on-one parental coaching.

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.

The Adult and Family Services Commission 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. When staffing allows for it, the Agency identifies additional resources to leverage and expand services funded through CSBG. The Agency 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, as well as to increase coordination and cooperation in the implementation of services. In addition, Agency staff look for opportunities to help strengthen other social and health organizations serving the low-income communities, so that they are better able to provide services.

A reduction in CSBG funding would have a significant impact on the lives of the low-income population in the Nevada County service area. The overall fiscal impact of eliminating CSBG would far outweigh its annual funding level, due to the agency's ability to leverage additional resources through its sub-grantee awards.

In the event of reduced federal funding, the Agency 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 Nevada County 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.

The Agency, and its sub-grantees, must provide services to low-income residents within the jurisdiction's boundaries. Adherence to this mandate is ensured by verifying program eligibility and residence requirements. Ineligible residents are referred to appropriate agencies for services needed.

[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 your agency is not an MSFW entity, please 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

Verifications through public assistance programs such as CalWORKs, CalFresh, and Medi-Cal programs

Other, describe:

Not Applicable

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.

All CSBG funded programs have policies and procedures for intake and income eligibility. In cases where the documentation may not be available, staff are required to conduct due-diligence by using client self-declaration forms that are signed by program participants.

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?

The Agency uses community data on poverty to direct community-targeted services, ensuring services are provided in communities that have elevated levels of poverty and associated needs; however, this is not a typical use of CSBG funds in the County. The Nevada County Health and Human Services Agency works with several entities that provide funds for community-wide benefit projects; therefore, CSBG funds are not typically applied to these types of projects. However, when community-wide projects are implemented, the Agency takes into consideration census tracking data to ensure that the specific areas receiving public benefit are low-income populations. The County also initiates income verification processes to determine that the benefits are being offered to the low-income sectors of our communities.

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.

Monitoring and evaluation are built into all CSBG funded programs in order to track and measure program performance and achievement of outcomes in accordance with stated goals and objectives. Collecting data to substantiate program success is a formalized process in every program at semi-annual and annual points.

Agency-wide tools include annual client satisfaction/needs surveys; annual employee satisfaction/needs surveys; biennial partner/funder/community group surveys; annual external advisory groups; biennial surveys with clients in between CAP years; and semi-annual national performance indicators. The Adult and Family Services Commission is in the process of developing an agency-wide performance scorecard through logic models that support the Agency's strategic objective priorities.

Fiscal monitoring by the Finance Department is ongoing, with formal, monthly reviews by the CSBG Program staff, and annual audits by an independent certified public accountant. The Finance Department is responsible for timely submittal of fiscal reports for CSD contracts.

2. Describe the frequency of evaluations conducted.

The Adult & Family Services Commission is responsible for conducting annual site visits for entities that have been awarded CSBG funds. Data consistent with CSBG 801 and 295 forms are collected bi-annually and reviewed by the Department of Social Services fiscal and contract management staff and presented to the AFSC for preliminary approval. Contracted services are invoiced bi-monthly and updates are provided to the AFSC.

In compliance with the CSD contract, the CSBG staff prepares and submits the NPI report CSD 801 and the Demographic Report CSD 295 reports twice a year – July for January through June program activity, and January for July through December. In March, CSBG staff prepares and submits the CSBG Programmatic Accomplishments and Coordination of Funds Report, CSD 090.

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

A sampling of monitoring activities may include:

- Program assessments monitor an individual program’s compatibility with the agency’s mission of self-sufficiency; ability to maintain funding without CSBG or administrative assistance (sustainability); efficacy with partners in the community; adequacy and maintenance of IT systems and facilities; employee turnover rate; other community organizations that conduct similar activities or have the ability to assume these activities or strengthen collaboration; risk factors, such as Worker’s Comp claims; evidence of low-income participation in program planning; and Employee Council assessment regarding low- income participant feedback and staff development opportunities.
- Client surveys monitor satisfaction with timeliness of services; treatment by staff (welcoming, respectful); cleanliness of facilities; services provided; information provided about other CSBG funded or community services; familiarity with other CSBG programs, etc.
- Agency staff and commission surveys (SWOT analysis) monitor staff satisfaction with job-related training; supervision, top-down and bottom-up communication; compensation; safety; understanding of mission and strategic plan; and more.
- Partner surveys monitor satisfaction with CSBG program staff competency, quality and creativity; level of collaboration; program strengths and areas for improvement; and how CSBG funding benefits the Community and the Agency.
- Finally, each year the CSBG staff independently evaluates CSBG funded programs and provides a narrative report that examines the system’s performance and measure the narrow array of services that the CSBG network provides. Where possible, the dollar value of the service outcomes to families served in the system is estimated.

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, 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.

Currently data collection is program-specific, and in large part based upon funder requirements. Each CSBG funded program is responsible for accurate, timely recordkeeping, and integration of statistical data into a meaningful format to measure client well-being. The Housing and Community Services Department is responsible for timely submittal of programmatic reports for CSD contracts. The Housing and Community Services Department reaches out to all of its funded program agencies, including other public entities, for data/demographics on numbers of low-income persons served in the community. The many members of our collaborating network collect, track and analyze data on their customers; this data is used to develop a variety of different agency reports.

Describe the data reporting process.

Data and reports from the network of partners is captured and provided to internal Agency staff for gleaning prior to being tabulated and used to prepare the CSBG 801 and 295 reports.

In order to capture the unduplicated client count, a general AFSC common intake form will be developed (in planning stages), which includes all of the necessary data elements needed to produce an accurate CSBG 295 report. Every CSBG funded program will go through an evaluation review at a quarterly AFSC meeting. In addition to reporting to the full AFSC, every CSBG program will have a number of program reporting procedures based upon funder requirements.

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

Monitoring and evaluation are built into all CSBG funded programs, in order to track and measure program performance and achievement of outcomes, in accordance with stated goals and objectives. Collecting data to substantiate program success is a formalized process in every program at the quarterly and yearly point.

The Agency is in the process of developing new logic models for a comprehensive and detailed process for collecting outcomes.

As mentioned previously, each CSBG funded program goes through an evaluation review that

takes into consideration how successful the program is and examines client demographics, number of individuals/families served, fiscal considerations, and whether outputs and outcomes are being met.

CSBG/NATIONAL PERFORMANCE INDICATORS (NPI) CAP PROJECTIONS

The Office of Community Services (OCS) published [CSBG IM #152 Annual Report](#) on January 19, 2017. The CSBG Annual Report replaces the current CSBG IS and includes an updated set of CSBG outcome measures that will replace the current NPI structure. CSBG Eligible Entities will begin data collection with the new structure beginning October 2017. As more information is gathered CSD will ask agencies to complete their projections in accordance with the new outcome reporting structure.

APPENDICES (OPTIONAL)

All appendices should be labeled as an appendix (i.e., Appendix A: Community Survey Results) and submitted with the CAP.