

# Community Needs Assessment and Community Action Plan



Fresno  
**Economic  
Opportunities  
Commission**

2022/2023

# Community Needs Assessment and Community Action Plan

California Department of  
Community Services and Development

Community Services Block Grant



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## Introduction

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

## Purpose

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

## Federal CSBG Programmatic Assurances and Certification

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

## State Assurances and Certification

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

## Compliance with CSBG Organizational Standards

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

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

## What's New for 2022/2023?

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

Part I: Community Needs Assessment (CNA); and

Part II: Community Action Plan (CAP).

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

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

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

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

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

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

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

## Checklist

- Cover Page and Certification
- Public Hearing(s)

### Part I: Community Needs Assessment

- Narrative
- Results

### Part II: Community Action Plan

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

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

<b>Agency Name</b>	<b>Fresno Economic Opportunities Commission</b>
<b>Name of CAP Contact</b>	<b>Elizabeth Jonasson</b>
<b>Title</b>	<b>Strategy and Communications Officer</b>
<b>Phone</b>	<b>559-263-1011</b>
<b>Email</b>	<b>Elizabeth.Jonasson@fresnoeoc.org</b>

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

<b>June 22, 2021</b>
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**Board and Agency Certification**

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

<b>Linda R. Hayes</b>		06 / 24 / 2021
<b>Board Chair (printed name)</b>	<b>Board Chair (signature)</b>	<b>Date</b>
<b>Emilia Reyes</b>		06 / 24 / 2021
<b>Executive Director (printed name)</b>	<b>Executive Director (signature)</b>	<b>Date</b>

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

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

<b>David Knight</b>		06 / 24 / 2021
<b>NCRT/NCRI (printed name)</b>	<b>NCRT/NCRI (signature)</b>	<b>Date</b>

**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.

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

The COVID-19 pandemic poses unique challenges to fulfilling the public hearing requirement. CSD asks that agencies adhere to state and county public health guidance to slow the spread of the virus and ensure public safety. The health and safety of agency staff and the communities you serve is paramount. If a public hearing cannot be conducted in person, CSD encourages agencies to utilize other formats or methods that will still adhere to the state and county public health guidance. If conducting a public hearing through other

formats or methods is still not possible, agencies must contact their Field Representative at CSD at least 30 days prior to the submission of the CAP for additional guidance. Agencies will be required to provide documentation to support their constraints to meet the public hearing requirement.

**Public Hearing Report**

Date(s) of Public Hearing(s)	June 21, 2021
Location(s) of Public Hearing(s)	Zoom
Dates of the Comment Period(s)	May 14, 2021 – June 21, 2021
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	Agency’s website, Poverty Fighters email newsletter, Agency’s social media
Date the Notice(s) of Public Hearing(s) was published	May 14, 2021
Number of Attendees at the Public Hearing(s) (Approximately)	0

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

## 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)

Fresno EOC utilized both primary and secondary data to gain a current and nuanced understanding of local drivers of poverty and their prevalence among specific demographics within the Fresno EOC service area. For primary data, the Fresno EOC conducted surveys, community forums, and focus groups with current and former Fresno EOC clients. The Fresno EOC collected demographic data from current and former clients through surveys and focus groups that included their gender, age, race, ethnicity, household size, income, and zip code. During both activities, participants were asked to describe the needs they and their families experience and prioritize various needs across multiple social, economic, educational, and developmental areas. For secondary data, the Fresno EOC analyzed data from the US Census Bureau on income, employment, educational achievement, and poverty levels within Fresno EOC's service area. Fresno EOC also reviewed data provided by the California Department of Public Health and the California Department of Education to understand childhood poverty rates in the County and its association with specific health and educational achievement outcomes. Lastly, Fresno EOC collected and reviewed various community needs assessment and evaluation reports developed by Fresno EOC's local partners including First 5 Fresno County, Fresno County's hospital system, and the Fresno County Office of Education.

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.

Fresno EOC primarily serves Fresno County with some programs serving neighboring Central Valley counties. Fresno EOC subsidiary, Access Plus Capital, serves 14 counties in Central California. With about 1 million residents, Fresno County is the 10th most populated county of the 58 counties in the state of California and is the most populated region in California's San Joaquin Valley. From 2010 to 2019, there has been an estimated 7.4% increase in population, or about 68,000 individuals. Compared to the state of California, the County has a higher proportion of people younger than 18 years of age, of Latinos, and of people living in poverty. The median household and per capita incomes in Fresno County

were \$53,969 and \$24,422 respectively - lower than the corresponding statewide incomes. Additionally, residents of Fresno County proportionally have lower rates and levels of educational attainment than that of California.

According to 2019 Census data, the city of Fresno accounts for over 50% of the county's population. Compared to Fresno County, the city has a slightly lower median household, lower per capita income, and higher rates of people living in poverty. Central and South Fresno consistently fall short on a number of socioeconomic measures and other unfavorable outcomes. Southwest Fresno in particular experiences high rates of poverty, crime, and pollution compared to the rest of the city. Outside of the City of Fresno, smaller communities also experience higher levels of poverty including the communities of Mendota, San Joaquin, Huron, Parlier, Dinuba, and Orange Cove.

Fresno EOC's structures strive to reflect the populations and areas it serves. Low-income target areas within Fresno County are represented by eight elected representatives on the Fresno EOC Board of Commissioners, which totals twenty-four members. Fresno EOC locates its services and headquarters within the communities and neighborhoods that demonstrate the most need.

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

**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

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

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

*6-Year Graduation by Race/Ethnicity. Workbook: Retention & Graduation. (n.d.).*  
<https://tableau.fresnostate.edu/views/RetentionGraduation/RetentionGraduationRates?%3AisGuestRedirectFromVizportal=y&%3Aembed=y>.

*Central Valley Community Health Needs Assessment - 2019 - Hospital Council: Northern and Central California. Hospital Council | Northern and Central California. (n.d.).*  
<https://www.hospitalcouncil.org/report/central-valley-chna>.

*Faith in the Valley. (n.d).*  
<https://faithinthevalley.org/>

*Fresno Madera Continuum of Care Total Homeless Count. (n.d.). Fresno.*  
<https://www.co.fresno.ca.us/home/showpublisheddocument/48617/637340361411700000m>.

*Fresno, CA Crime Rates. Neighborhood Scout. (n.d.).*  
<https://www.neighborhoodscout.com/ca/fresno/crime#description>.

*Hughes, Michelle, and Whitney Tucker. "Poverty as an Adverse Childhood Experience." North Carolina Medical Journal, vol. 79, no. 2, 2018, pp. 124–126., doi:10.18043/ncm.79.2.124.*

*Jones CM, Merrick MT, Houry DE. Identifying and Preventing Adverse Childhood Experiences: Implications for Clinical Practice. JAMA. 2020;323(1):25–26. doi:10.1001/jama.2019.18499*

*Map the Meal Gap. Feeding America. (n.d.).*  
<https://map.feedingamerica.org/county/2018/child/california>.

*Office of Environmental Health Hazard Assessment. CalEnviroScreen 3.0 Overall Results and Individual Indicator Maps, June 2018. Retrieved from*  
<https://oehha.ca.gov/calenviroscreen/maps-data>

*Prevalence of Adverse Childhood Experiences (Adult Retrospective). (n.d.).*  
<https://kidsdata.org/topic/1969/aces-brfss/table#fmt=2486&loc=2,357&tf=133&ch=89,1256,1274,1259&sortColumnId=0&sortType=asc>.

*Sheehan, Tim. "Around 25% of Fresno County Homes Are without Internet. What's Happening to Fix It?" Fresno Bee, 18 Dec. 2019,*  
[www.fresnobee.com/news/local/article238481483.html](http://www.fresnobee.com/news/local/article238481483.html).

*Stebbins, S. (2020, July 15). Cities Hit Hardest by Extreme Poverty in Every State. 24/7 Wall St. https://247wallst.com/special-report/2020/07/15/cities-hit-hardest-by-extreme-poverty-in-every-state/12/.*

Summary: Fresno County, Availability of Child Care for Working Families. (n.d.). Fresno. <https://www.kidsdata.org/region/357/fresno-county/summary#18/education-child-care>.

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

**Interviews**

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

**Focus Groups**

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

**Community Forums**

**Asset Mapping**

**Other**

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)

From January to May, Fresno EOC led a comprehensive community engagement process to inform stakeholders of the community needs assessment and provide opportunities for stakeholders to provide input. The data collection phase of this process included focus groups, individual interviews, and online and paper surveys.

Fresno EOC conducted 19 focus groups with 113 community members. The focus groups were conducted in English (14), Spanish (3), and Hmong (2) languages. In addition, Fresno EOC hosted six virtual community forums in Spanish, Hmong, and English with wider swaths of the community to both inform the community of the CNA process and collect initial data about needs. Fresno EOC's internal evaluation staff, along with Spanish and Hmong

translators, facilitated the focus groups virtually and discussed the following six questions:

1. How is today's economy affecting you and your community?
2. In what ways do you feel the COVID-19 Pandemic has and will continue to affect you and your community?
3. What do you feel are the immediate unmet needs of your community? (Only if needed: provide examples such as transportation, mental health, access to healthy food, etc.)
4. What is keeping you from getting the help you need?
5. What services have you used that didn't meet your expectations and why? How can it be improved?
6. Is there anything we haven't covered that you would like to bring to our attention?

Fresno EOC conducted surveys of clients, staff, partners, and collaborative members to understand their experience of Fresno EOC's services and to collect their perception and prioritization of needs in the community. Participants were also asked to rate and prioritize Fresno EOC's current service offerings and provide suggestions for new types of programs and services that would better support community members. Lastly, all survey participants were asked to provide demographic information about themselves that included age, gender, race/ethnicity, language, family size, income, LGBTQ status, and education level.

In total, Fresno EOC surveyed 1,838 community members using both an online survey platform and paper surveys for individuals with limited internet access, mobility issues, or other barriers to completing an online survey. The survey was also provided in Spanish and Hmong. Fresno EOC received 1,328 responses in English, 497 responses in Spanish, and 13 responses in Hmong. It is also worth highlighting the statistical robustness of a survey sampling of this size. For a population of Fresno County's size (984,521), the 1,838 individuals surveyed provide Fresno EOC with a population sample that is beyond the threshold for a statistical representation of the overall County population.

Lastly, Fresno EOC surveyed more than 600 staff, partners, and other stakeholders. This included 536 staff members, 42 partners, 24 stakeholders, and 5 members of local collaboratives Fresno EOC participated in.

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**

Reports and data from community-based organizations are particularly useful for Fresno EOC's needs assessment since these reports are focused on the same geographic region and populations that Fresno EOC serves. According to the Fresno County Rural Needs Assessment, the community-based reports show that 11% of the Fresno workforce works in farms, and 40% live in rural areas. According to the Fresno County Farm Bureau CEO Ryan Jacobsen, this 11% number for farm employees in Fresno "is not inclusive of all farms

integrative services and should be much larger in reality.” Furthermore, Mr. Jacobsen said, “communities such as Mendota and Huron have at or above 50% of their population in agriculture-related industries.”

Additionally, the Fresno County Rural Needs Assessment found that 71% of Fresno County residents living in rural parts of the County are Latino, 40% have less than 12 years of formal school, and 39% of rural county residents have children who live in poverty. Strong family and community relationships are identified as the greatest strength, with immigration status and language listed as the greatest obstacles. Services for youth and education were the services most often requested by rural Fresno County community members (First Five, 2016).

According to the Maternal, Child, & Adolescent Health report by the Fresno County Department of Public Health, Fresno County had an infant mortality rate (IMR) of 6.9 in 2018, ranking among the highest in California where the statewide IMR was 4.2. Although African American/Black residents accounted for only 5.1% of Fresno County’s total births, they accounted for 15.6% of total infant deaths. (Fresno County Department of Public Health, 2018). The African American Infant Mortality in Fresno County report found that African American residents experience an infant mortality rate 3.13 times higher than white residents, which is higher than the state (2.5) and national (2.21) averages. The cause of high infant mortality rates was identified as discrimination and unequal employment for African Americans leading to and exacerbating problems of economic uncertainty, poor housing, lack of transportation, inadequate education, and unsafe neighborhoods. (First Five, 2015).

According to the Breastfeeding Promotion & Support Efforts in Fresno County report, only 18.2% of mothers in Fresno County report exclusive breastfeeding in the three months post-partum, which is well below the national average of 46.2% (First Five, 2017). The report showed a need across all demographics for more resources related to motherhood assistance, breastfeeding, and childcare.

## **B. Faith-based organizations**

Faith-based data is important since many of Fresno EOC’s programs work with communities that have local faith-based leadership and organizations as partners. The faith-based data collected identifies poverty as the greatest threat to individuals and families in Fresno County and focuses on strategies to tackle poverty and its many ramifications. The faith-based community also reviews data from reports such as the Brookings Institute, local police reports, community-based reports, and government sites in the same way Fresno EOC collects and reviews data. One key threat identified by the faith-based community is payday loans. There are twice as many payday lenders in Fresno as fast-food restaurants. The faith-based community tried to tackle the problem through policy changes, such as capping the number or limiting proximity, but with little effect. To effect change, local faith-based organizations have begun providing financial literacy classes directly to community members. The Fresno Housing Authority has even allowed classes at many apartment complexes, despite the educator being designated as a religious organization, due to the urgent need for these services.

The needs identified in Fresno County by Faith in the Valley, a faith-based grassroots community organization operating in California's Central Valley, include safe and decent housing, jobs and poverty reduction programs, environmental justice, more parks, police accountability reduced gun violence. Their core campaigns include paid clean energy jobs and job training pipelines, the live free campaign to promote alternatives to incarceration and end racial profiling, dignity for ALL Immigrants by advocating for pro-immigrant policies and ensuring safe and healthy communities through significant investments in disadvantaged neighborhoods and schools across the valley.

Another area identified as a great need is employment readiness and workforce training. The faith-based communities created Work Life Fresno as a pilot in 2018 to offer more workforce development at local access points (churches and faith-based organizations) in each neighborhood and facilitator training to faith-based leaders and members. This new program is in addition to established work connecting residents to jobs in faith-based thrift stores and support services.

Another identified need is for micro-enterprise training and opportunities for previously incarcerated adults, especially for those who have been convicted of felonies. The Center for Community Transformation at Pacific University is working to launch a program called Urban Co-Starters and an event called Spark Tank to help address the need for better small business opportunities for all residents, but especially previously incarcerated adults. The faith-based community has also prioritized fatherhood initiatives to increase father engagement and considers services such as early adolescent education and mentoring, family counseling, and health education crucial for improving the lives of residents. The faith-based community identifies other problematic factors for Fresno County residents such as lack of education, crime, poor health, etc. but is currently focused on financial literacy, employment readiness, micro-enterprise opportunities, and family services as the greatest needs. With greater attention recently to human trafficking in the Central Valley, the faith-based community is also very concerned about the need for prevention and raising awareness of human trafficking since drug addictions and poverty make the Fresno population especially vulnerable.

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

Private sector reports are referenced often for Fresno EOC's health-based programs that use local hospital reports and training and employment programs that use local business reports. The private sector reports show that there is a need for education, employment, anti-crime/safety, and health services.

Across the County, 22.5% of all residents live at below the Federal Poverty Level. However, poverty is concentrated in specific neighborhoods within rural areas and the population centers. The City of Fresno metro area's proportional levels of extreme poverty – neighborhoods where at least 40 percent of residents live below the poverty level – is the highest in California. Among the metro area's poor population, 33.2 percent live in neighborhoods where four out of 10 residents live in poverty. Job opportunities appear to be far more limited in Fresno's poorest neighborhoods than in other parts of the metro area. Unemployment in parts of the metro area where the poverty rate is at least 40% stands at

14.5%, well above the average unemployment rate of 8.5% in the remaining communities in Fresno.

These statistics show that Fresno has the second largest growth of poverty and the highest concentrated poverty rate of any metro area in the country. There were 623 violent crimes for every 100,000 metro area residents in 2016, almost double the national average. The city of Fresno experienced a considerable spike in gun violence in 2020 that has continued into this year. In 2020, the community endured 69 gun-related homicides and more than 700 shootings, an increase of 64% and almost 100%, respectively, over the previous year. This trend has only worsened in 2021 with the first two months of the year bringing a homicide rate increase of 325% compared to the same time frame in 2020.

Additionally, just 6.7% of adults have a bachelor's degree in the poorest neighborhoods while 23% have bachelor's degrees in other, wealthier neighborhoods of Fresno. Education attainment and employment disparities points to a need in Fresno for employment opportunities, educational services, and a focus on safety in the poorest neighborhoods of Fresno.

The 2019 Community Health Needs Assessment by various local hospitals identified and ranked these top ten major challenges for Fresno County and the neighboring regions: cardiovascular disease, access to care, asthma, economic security, climate and health, violence and injury prevention, oral health, obesity and diabetes, maternal and infant health, substance abuse, and mental health. The report also reviewed social and economic factors that impact health. Fresno County had a higher proportion of unemployed adults in the region and young people not in school and not working than those of the state of California. The study also found that 23.1% of Fresno County's population received SNAP benefits while 8.4% received public assistance income. Comparatively, the averages for the state are 11.2% and 3.8% respectively.

The 2020 Point-in-Time Count, an annual count of Fresno County's sheltered and unsheltered homeless individuals and families, found an increase of 68.9% increase of (or 1,133) homeless individuals within the City of Fresno and a 14.9% increase across the County from 2019 to 2020. The study by the Fresno-Madera Continuum of Care (FMCoC) estimated that nearly a third of the 3,641 total people counted in 2020 may have experienced homelessness for the first time. FMCoC suggests severe rent burden and a low rate of rental vacancies as two potential reasons for the increase in people who are experiencing homelessness in Fresno County. The fraction of people with a high rent burden - paying more than 35% of their income for rent - is much higher in Fresno County than in the rest of the United States.

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

Government and public sector reports are used most often for needs assessments since many of Fresno EOC programs base client eligibility on indicators such as the Federal poverty level, and many funding opportunities are based on State and Federal reports of poverty, crime, housing, employment rates, etc. The public records data show there is a great

need for housing and shelters, employment opportunities, education services, health services, and food distribution.

According to the HUD's 2020 Annual Homeless Assessment Report to Congress, Fresno and Madera Counties have 3,641 homeless people, of which 73.6% are unsheltered. In the city of Fresno, 84% of homeless individuals were unsheltered. These statistics show a year-over-year increase in the number of people experiencing homelessness in the region and follow a national trend of increasing homelessness nationwide. Local assessments of homeless populations also suggest a larger

The California Department of Public Health County Health Status Profile for 2021 showed that Fresno County is well above the state rate for overall deaths due to diabetes, coronary heart disease, influenza and pneumonia, transit accidents (involving motor vehicles, bicycles and trains), homicide, and firearm related deaths. The county is also well above state rates for reported incidence of chlamydia, gonorrhea, Asian/Pacific and Black infant mortality, births to adolescent mothers, and persons under 18 living in poverty. Fresno County is above state rates for deaths due to all cancers, Alzheimer's disease, strokes, chronic lower respiratory disease, liver disease, suicide, and drug induced deaths. Data from the California Department of Public Health show that Fresno County's most urgent needs are healthcare for diabetes, heart disease, sexually transmitted diseases, prenatal care and breastfeeding, and programs to fight childhood poverty (California Department of Public Health).

The Bureau of Labor's May 2020 Occupational Employment and Wage Statistics reported the Fresno metro area's median hourly wage to be \$17.81 and its average hourly wage to be \$25.08, both below the respective national statistics. The highest paid jobs in the region are in healthcare, education, technical, and community service. The majority of workers in Fresno work in office and administrative support, transportation, and sales. More people work in personal care and service than on average nationwide, but they get paid significantly less in Fresno County than elsewhere (Occupational Employment Statistics). This data shows the need for more employment opportunities and civic engagement to ensure workers can obtain higher paid jobs and defend their rights as workers.

According to the State of California Department of Justice, Fresno County had higher rates of adult arrest rates, deaths in custody, juvenile arrest rates, and violent crime rates when compared to statewide rates in 2019. These statistics indicate a need for crime prevention services in Fresno.

The 2020 Fresno County Community Needs Health Assessment conducted by Fresno County Department of Public Health found that communities and people of color in Fresno County are disproportionately exposed to elevated levels of pollution. Of the 20 most polluted census tracts, on average, 89% of the population is non-White. Specifically, Hispanic/Latino, African American, and Asian-American populations compose 64%, 12%, and 11%, respectively. In the 20 least polluted census tracts, on average, 41% of the population is non-White.

## **E. Educational institutions (local school districts, colleges)**

Educational institution reports are critical for programs focused on education, such as Head Start, SOUL Charter School, Youth Build Charter School, and Valley Apprenticeship Connection (VAC). With Head Start, quality programs can lead to greater student achievement. One such program in Jacksonville went from the lowest 10% in scores to reaching national averages by focusing on instructional support, emotional support, and classroom organization. The greatest area of weakness identified nationwide was in the instructional support category. Teachers naturally nurtured children but were not always rigorous about instructing them. Home visits were also identified as a positive improvement with Head Start programs (deParle, 2017). The report from University of Michigan showed that children who attended Head Start were 12% less likely to live in poverty and 29% less likely to rely on public assistance. Children who attend Head Start were more likely to complete high school, more likely to enroll in college, and were 19% more likely to complete college.

Fresno Unified School District (FUSD), the largest public-school district in Fresno County and 4<sup>th</sup> largest in the state, serving about 73,000 K-12 students, reported that 87.4% of the student population were eligible for free or reduced lunch, 17.9% were English Learners, and 1% were foster youth in the 2019-20 school year. (Ed-Data, 2020) FUSD had an 85% cohort graduation rate and a 9.8% dropout rate. 53.3% of cohort graduates meet California's UC/CSU course requirements for entrance. In the 2018-19 school year, 62% of FUSD students did not meet state standards for English Language Arts and 70% did not meet those for Mathematics. 17.1% of FUSD students were chronically absent and 4.9% were suspended at least once.

Another K-12 district in Fresno with over 15,000 students, Central Unified School District (CUSD), reports that 70.8% of students are eligible for free or reduced lunch, 13.5% are English Learners, and less than 1% are Foster Youth in the 2019-20 school year (Ed-Data, 2020). CUSD had a cohort graduation rate of 87.9% and a dropout rate of 5.7%. Only 37.5% of cohort graduates met the UC/CSU entrance requirements. In 2018-2019, 55.6% did not meet state English Language Arts standards and 67.15% did not meet state Mathematics standards. 13.9% of students were chronically absent and 5.4% had been suspended at least once.

According to the U.S. Department of Education's College Scorecard, California State University Fresno reports that it retains 81% of its first-year undergraduate students and 21.4% graduated in four years. 65% of the student body received income-based federal Pell grants intended for low-income students. 54% of undergraduates (totaling 21,732) are Latino.

Overall, this snapshot of K-12 and higher education in Fresno County shows that there are major problems with academic gaps, truancy, and retention. It shows a need for alternative educational programs, increased educational services (especially early in education), mentoring/greater parent involvement, and intervention programs.

**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 causes of poverty in Fresno are linked to inequitable access to employment opportunities, affordable housing, quality education, safe communities, social safety net and health services, and quality transportation. Among all Fresno County residents, 22.5% live at or below the federal poverty line (American Community Survey 2015 – 2019). Fresno County experiences a higher level of poverty in comparison to poverty levels across the state (13.4%) and the San Joaquin Valley Region (19.6%). The elevated levels of poverty in Fresno County are driven by a myriad of geographic, demographic, social, and economic factors.

Racial and ethnic minorities experience poverty at higher rates than Whites, and race and ethnicity is seen as a factor in equitable access to resources and services. In the Fresno EOC community needs assessment, 34% of staff, 6% of community survey participants and 20 out of 42 partners noted that racism and a lack of equity in access to services, especially amongst non-white and non-English speaking communities, were priority focus areas. Drawing on the focus group data, both the Hmong and Native American communities have felt excluded from receiving assistance and expressed a need for greater outreach, access, interpretation, and translation of services. According to the 2019 Census data, 54% of Fresno County is Hispanic or Latino necessitating a need to acknowledge the diverse cultural and ethnic needs of the communities and how racism could have deep impacts on multiple socio-economic fronts.

Access to quality employment opportunities was a common need identified by clients who participated in the survey or focus groups. The COVID-19 pandemic has further exacerbated these causes with parents of low-income families being more reluctant to miss work for fear of missing out on pay or losing a job. Over a quarter (27%) of reported employment in Fresno County provides an average income of about \$30,000 per year (Bureau of Labor Statistics, 2020) which is below several benchmarks for a sustainable income in the Fresno Area. The cost of housing in Fresno, especially for low-income families, is elevated with 58% of renters considered overburdened or spend more than 35% of their income on rent. This is more common amongst families that have both parents working multiple jobs to cover costs and fewer resources for building wealth and investing in education and other pathways for upward mobility.

As one of the state's agricultural centers, employment in agriculture makes up 11% of the workforce (Bureau of Labor Statistics, 2020) with a large majority of employment in agriculture made up by migrant workers. Employment in agriculture is often defined by low wages, long hours, and difficult working conditions. Many agricultural workers live in more rural areas in proximity to their work, but far from population centers which limits access to resources, services, and social supports. Migrant workers and their children often experience poorer educational outcomes than non-migratory worker families as access to stable and quality education is limited.

Fresno County’s high truancy and dropout rates in the local public-school districts result in limited opportunities for post-secondary education, which in turn limits employment opportunities. Educational achievement varies in Fresno County based on various demographic factors. Fresno’s Black, Indigenous, and People of Color (BIPOC) youth disproportionately experience lower levels of academic achievement compared to white students (Kidsdata.org, 2018). Lower levels of academic achievement as youth can greatly impact outcomes across an individual's lifespan. For instance, students who drop out of school or experience regular disciplinary suspension have a higher risk of involvement with the juvenile justice system. Similarly, individuals who do not have a high school diploma or equivalency are likely to earn less over the course of their lifetime than those that do.

Even when opportunities and services are available, community members face barriers to accessing them such as transportation, food, childcare, or technology. Nearly one out of five (19.2%) of Fresno households experience some form of food insecurity and receive Supplemental Nutrition Assistance Program (SNAP) benefits (American Community Survey 2015 – 2019). Many Fresno residents in low income and rural areas experience a lack of healthy food options where the number of retailers that sell mostly processed foods outnumbers retailers that sell fresh, unprocessed food by three to one (California Department of Public Health 2020). Access to the internet is considered an essential for upward mobility, economic and educational success, and encompasses nearly all aspects of social participation. As of 2019, nearly 25% of Fresno households, most of which are low-income or rural, lack broadband access to the internet (Fresno Bee, 2019). Over 82% of working families do not have access to high quality childcare compared to 76% in the rest of the state (Kidsdata.org, 2018).

As a large County with both urban and rural communities, transportation is a critical resource for many low-income families and workers. Survey and focus group participants identified transportation as an unmet need in the community. They also described transportation challenges, including inequitable access to reliable and convenient public transit, as having negative impacts on other aspects of life such as income, employment, educational success, and timely access to services.

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)

Without full-time employment paying a livable wage, nor financial education, many residents are forced to make poor/difficult choices with their money: failing to save, falling prey to predatory money lenders, engaging in activities like gambling, etc. Without a living wage, families have to make decisions between necessities like food and shelter. The lack of income makes it impossible for families to plan to meet more than just their immediate needs, leading to a continual cycle of poverty. Stress contributes to poor health and educational outcomes for the adults and children in the family.

Many low-income individuals in Fresno County work in industries that typically do not provide medical benefits. Without medical benefits, including mental health support and health insurance, many residents skip doctor appointments, delay needed services, ration medications, and make other unhealthy choices such as smoking and bad eating habits. This lack of access to healthcare has further compounded the effects of COVID-19 in already marginalized populations.

The health of a community is determined by key aspects such as mental health, physical health and wellness as well as the level of substance use. Many low-income individuals and families have experienced worsening conditions of poverty with many families residing in homes and apartments with higher occupancy rates which has led to increased levels of coronavirus spread. Poor health then leads to more challenges in budgeting money, caring for children, and early mortality rates. This cycle of poverty continues if not broken through equal access to educational, employment, and health services. Mental health issues such as depression, anxiety and stress across all age groups and limited/delayed mental health assistance was identified as a major concern across all primary data sources especially for low-income older adults and non-English speaking clients. In both surveys and focus groups, Fresno EOC clients, staff and stakeholders all pointed to mental wellness as an unmet community need. A theme identified from the client focus groups points to how Covid-19 has exacerbated the mental health of the community especially due to the anxiety about the unknown, a loss of social connection and a decline in resident's physical and mental well-being. Other studies of trauma among adult populations also suggest the need for more trauma-informed and responsive services.

Childhood poverty increases the risk of the accumulation of adverse childhood experiences (ACEs), and subsequent stress correlates with unfavorable health outcomes as an adult (Hughes and Tucker, 2018). Drawing on the ACEs collected from 2011 to 2017, it is estimated that 21% of adults in Fresno County experience four or more ACEs compared to the State average of 17%. ACEs are also linked to chronic health conditions, mental illness, and substance use as well as risk of passing ACEs on the next generation (Jones et al., 2020). The impact of ACEs on both the current generation of adults and their children as well as the increased risk of passing accumulated ACEs on to the next generation is a concern to the wellbeing of current and future County residents.

Fresno has recently seen an increase in the number of individuals and families who are homeless or at risk of it. Homelessness and lack of affordable housing are often driven by various factors including a high cost of living, large income disparity across populations, a lack of rental assistance, and limited opportunities for upward mobility. Homelessness and affordable housing are growing concerns for Fresno EOC clients (8%) and staff (37%). A recent survey of the homeless population by the Fresno Madera Continuum of Care Homeless Count found a sharp rise in sheltered and unsheltered individuals from 2019 to 2020 in the City of Fresno (68.9%) and a modest increase (14.9%) county wide. Anecdotally, homelessness providers expect this number has only increased since the Covid-19 pandemic began. Homelessness is also a symptom of gaps in social safety-net and other supports provided across various systems and can contribute to elevated rates of substance use,

mental health, adult and childhood trauma, and unfavorable health outcomes for individuals who experience it.

Fresno is also particularly affected by crime and the presence of gangs, which offer impressionable youth opportunities to make money without education or work experience. Due to a lack of high-quality K-12 educational opportunities compounded by poor post-secondary achievement in the region especially for children from low-income and non-English speaking communities, youth feel further disillusioned. High school dropouts and truancy rates among youth increase the likelihood of criminality amongst youth. Crime and gangs further worsen problems of health and safety in Fresno and make it harder to fight the root causes of poverty.

The pollution burden in Fresno, characterized as the potential exposure to pollutants (such as ozone, PM 2.5, drinking water quality, pesticides, and hazardous waste) and the adverse environmental conditions caused by pollution, is especially high along the Inter-State 99 corridor measuring in the top 10 percentile throughout the state (Office of Environmental Health Hazard Assessment, CalEnviroScreen 3.0, 2018). Many areas in the Central Valley are ranked among the highest percentile in the state, scoring between 95-100% on the index. This means that these areas have a high pollution burden, populations especially sensitive to these factors including several health ailments, and socioeconomic factors that increase vulnerability to pollution.

Lastly, Public transportation is continually noted as a challenge for families, especially in rural and low-income communities. There is a need for transportation to be more expansive, reliable and frequent. Though about 40% of the population live in rural Fresno County, most of the services and quality jobs are concentrated in the metro area. There has been some indication that transportation challenges have gotten worse from COVID, especially for access to essential supplies. A limited or insufficient public transportation infrastructure can negatively impact a family's ability to generate a livelihood and further constricts their economic growth and upward mobility.

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.

Each program within Fresno EOC collects customer satisfaction data through surveys, customer satisfaction forms, exit forms, or informal interviews. This data is reported to the program directors who then analyze the data to use in needs assessment and self-evaluation of the program. Some programs like Early Head Start and Head Start perform extensive needs assessments and report on several areas in official reports frequently throughout the year. Many programs such as Local Conservation Corps (LCC), Training and Employment (T&E), and WIC use customer satisfaction surveys to collect and report

data either bi-annually or upon program completion. Other programs that are more limited in gathering data or reporting that data use informal interviews with clients to collect their data on customer satisfaction.

This information is then reported to the Board of Commissioners and Leadership Team as part of program review and future planning. Customer satisfaction data is also reported to the Board as part of the two-year CAP report and five-year Strategic Plan.

The Fresno EOC Chief Executive Officer sends out a monthly “CEO Connect” email and holds regular one-on-one meetings with individual Board Commissioners.

Beyond program self-reporting to the Board about customer satisfaction, anyone can contact board members with comments and concerns. The Board receives feedback during the public hearing and during the Public Comment section of their board meetings.

Additionally, Fresno EOC works hard to keep the community informed about their programs, events, and community engagement through its website ([www.fresnoeoc.org/](http://www.fresnoeoc.org/)), social media ([www.facebook.com/fresnoeoc](http://www.facebook.com/fresnoeoc); [www.twitter.com/fresnoeoc](http://www.twitter.com/fresnoeoc); [www.youtube.com/fresnoeoc](http://www.youtube.com/fresnoeoc)), and bi-weekly newsletter, "Poverty Fighters" ([www.myfresnoeoc.org/sign-up-for-fresno-eoc-community-newsletter/](http://www.myfresnoeoc.org/sign-up-for-fresno-eoc-community-newsletter/)).

# 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)
Our community suffers from poor health outcomes.	Community	Y	Y	Y
Individuals lack the skills needed for employment	Family	Y	Y	Y
There is a lack of quality early childhood through K-12 education in our community.	Community	Y	Y	Y
Public safety is a problem in our community.	Community	Y	Y	Y
Families need more social safety services.	Family	Y	Y	Y
There is a lack of racial equity in our community.	Community	Y	Y	Y
Our community does not have sufficient affordable, quality housing.	Community	Y	Y	N
Families lack options for affordable reliable transportation.	Family	Y	Y	N

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

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

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

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

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

**Table 2: Priority Ranking Table**

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

Agency Priorities	Description of programs, services, activities	Indicator(s)/Service(s) Category (CNPI, FNPI, SRV)
Public safety is a problem in our community.	<p>Fresno EOC’s Fresno Street Saints, Sanctuary and Youth Services, and Local Conservation Corps serve former and current gang-affiliated or formerly incarcerated youth and youth dealing with substance use disorder.</p> <p>Fresno EOC’s Central Valley Against Human Trafficking, Sanctuary Transitional Housing, Safe Place, Sanctuary Youth Shelter, Advance Peace Fresno and Fresno Street Saints assist individuals who have experienced abuse, human trafficking, or neglect within their families or communities.</p>	<p>FNPI 1a-1z, 2c, 2c.3, 2d, 2d.3, 2e-2h, 4a, 4b, 5b-5e, 6a-6a.3</p> <p>SRV 1a-1q, 2d-q, 4a, 4i-4l, 4m-4p, 4q-4t, 5p, 5s-5v, 6b</p>
Our community suffers from poor health outcomes.	<p>Fresno EOC’s Head Start, Early Head Start, Local Conservation Corps, Sanctuary and Youth Services, and School of Unlimited Learning provide mental health services directly and through referrals.</p> <p>Fresno EOC’s Community Health Center, California Personal Responsibility Education Program (CAPREP), and Tobacco Education Program assist low-income individuals with low or no cost health services. The Community Health Center is a primary care and comprehensive family planning and reproductive health clinic. CAPREP educates at-risk youth about teen pregnancy, STIs, healthy relationships, and substance abuse. The Rural Tobacco Education Program promotes smoke-free policies and educates individuals about the dangers and risks associated with smoking.</p>	<p>FNPI 4a-4e, 4g, 5a-5h, 5z</p> <p>SRV 5a-5h, 5k-5o, 5u-5v</p>
Individuals lack the skills needed for employment	<p>Fresno EOC houses three programs, the Local Conservation Corps (LCC), Valley Apprenticeship Connections (VAC) and Training and Employment (T&amp;E), which provide hard and soft skills employment training. LCC provides paid green jobs training to young adults, ages 18 to 25. VAC provides pre-apprenticeship training for jobs in the construction industry. T&amp;E targets high school graduates and out-of-school youth, ages 14 to 21, with paid work-based</p>	<p>FNPI 1a-1h.3, 1z, 2f-2h</p> <p>SRV 1a-1q, 2d-2g</p>

	training, career mentoring, and educational supports.	
There is a lack of quality early childhood through K-12 education in our community.	Fresno EOC's Head Start 0-5 Youth Build Charter School, LCC and School of Unlimited Learning assist individuals in starting their education early and continuing their education in order to achieve postsecondary education and sustainable employment.	FNPI 2a-2c.3, 2d.1-2h SRV 2a-2f, 2k, 2l-2q
There is a lack of racial equity in our community.	Fresno EOC hired a Manager of Diversity and Inclusion and has contracted the services of RACE for Equity, a company that's dedicated to developing equity as a central role in the work of organizations.	FNPI 6a-6a.3 SRV 6b
Families need more social safety services.	Fresno EOC's services span the gamut of family social service needs, from health and nutrition to education and workforce training.	FNPI 1h-1h.3, 3a, 3b, 3h,3z, 4g SRV 1a-1q, 3a-3c, 4i, 4q

**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.

**For Our Agency:**

As an entrepreneurial agency, we bridge the gap to self-sufficiency by providing opportunities and resources, as we initiate and partner in shared community efforts to improve the quality of life.

**For Those We Serve:**

Empowered individuals who thrive as healthy, self-sufficient and contributing members of our communities.

**For Our Community:**

Healthy communities with equal access to social justice, jobs, education and resources.

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

To humanely focus all available resources to empower low-income families and individuals working towards the skills, knowledge, and motivation for self-sufficiency.

## Tripartite Board of Directors

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

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

State Plan

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

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

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

Board Members are involved in the decision-making process and participate in the development, planning, implementation, and evaluation process through frequent committee and board meetings. The Board of Commissioners meets every month to approve proposals, review information, and discuss future plans. The Resource Development Department meets every other month to approve grant and bid proposals, approve contracts, and discuss future plans. The Bylaws Committee meets quarterly to review and discuss agency bylaws.

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.

To ensure Fresno EOC's Board is diverse, inclusive, and equitable, Fresno EOC uses a tri-partite system for electing board members. Eight board members must be publicly elected officials or their designees, eight must be from the community sector, including from businesses, public agencies, and/or community groups, and eight must be elected low-income target area representatives from throughout Fresno County.

Any person or organization that would like to have representation on the Board of Commissioners may apply or nominate someone for one of the eight Community Sector Representatives. Any low-income individual may apply as a one of the eight Target Area Representatives and participate in a democratic selection process. This ensures that all organizations and individuals in the community have an equal opportunity to increase their group representation on the Board of Commissioners through the democratic selection process. Any further concerns or petitions can be addressed in the public comment section of the Board of Commissioner monthly meetings.

As established in the 2016-17 Needs Assessment Report, Fresno EOC now has an

Inclusion Strategic Goal "to create inclusive and safe environments within our communities." An Inclusion Committee and an inclusive hiring statement, "Fresno EOC is committed to a diverse workforce which is reflective of the communities we serve" were also created by the Board of Commissioners to ensure equal representation at all levels of the agency. The Inclusion Committee focuses on all groups internally in the organization and creating an inclusive environment in the community. Activities have included educational events for Black History Month, Women's History Month, Hispanic Heritage Month, and Indigenous Peoples' Day; creating a float and participating in the Fresno Pride Parade; applying for grants to help ensure inclusion in the U.S. Census; multi-cultural potlucks; providing video links and resources about immigration, racial disparity, and discrimination; and regular meetings to discuss new opportunities for addressing inclusion.

In 2020, Fresno EOC hired a Manager of Equity & Inclusion who is responsible for driving initiatives across our organization and in the community to integrate diversity, equity, and inclusion into existing systems and processes, while creating and designing new strategies and initiatives. The Manager's work is complimented by contractor, RACE for Equity, a national consultant organization which has been providing Fresno EOC with technical training, facilitation, and application of the Results-Based Accountability framework in order to further develop our agency's leadership capacity and cultural responsiveness.

Fresno EOC's ongoing and intentional effort to approach Community Action through a lens of equity and inclusion will ultimately improve our service delivery and enhance the impact on the individuals, families, and communities we serve. As the events of 2020 have highlighted, we cannot effectively serve underserved and marginalized individuals and groups unless we employ evidence-based practices and meaningful community engagement that amplifies their voice and is rooted in their lived experiences.

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.

Fresno EOC has the following policies outlined in the agency's Bylaws:

Vacancies shall be deemed to exist on the occurrence of the following: death, resignation, or removal of any Commissioner. The Board shall take steps to ensure that vacant seats are filled in a timely manner. Each successor shall hold office for the unexpired term of his or her predecessor or until the successor sooner dies, resigns, is removed, or becomes disqualified.

- A. **Public Sector Commissioners.** When a vacancy occurs in a Public Sector Board seat held by the representative of a public official, the Board shall request that the public official either take the seat himself or herself or put forth another representative to be elected by the Board. If the public official fails to take the seat himself or herself or to name another representative within the period specified by the Board, the Board shall select another public official to serve as a replacement Commissioner or to appoint a representative, subject to approval of the Board, to so serve.
- B. **Target Area Commissioners.** Vacancies in the target area sector shall be filled using the same democratic process originally used to fill the seat.
- C. **Community Sector Commissioners.** When a vacancy occurs in a seat held by an individual designated by a Community Sector Organization, the Board shall ask the Community Sector Organization that designated that individual to designate another individual, subject to approval by the Board, to fill the vacancy. Should that Community Sector Organization fail, within the period specified by the Board, to designate an individual to fill the vacancy, the Board shall select another Private Sector Organization to designate an individual, subject to approval of the Board, to fill the vacancy.

Low-income Target Area Commissioners shall be elected by members of the respective areas hereinafter "Target Area" in accordance with Policies and Procedures established by the Commission, under elections that are run by the Internal Audit department and supervised by the Selection Committee appointed by the Board Chair. Emphasis should be given to providing maximum participation of low-income persons in the selection process of Target Area Commissioners, who shall be duly elected from areas within Fresno County that ensure equal target area rural and urban representation and adopted by the Commission.

## 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)

The majority of the agency's programs provide services directly to clients. Some programs use subcontractors, so overall the agency uses a combination of direct and subcontracted services. The client intake process varies from program to program, but generally includes an intake form and interview. Many programs need to verify eligibility and will ask for supporting documents from clients as part of the intake process. These documents may include income verification, a Medicaid card, a letter from the foster system, etc. Clients are asked to complete enrollment forms and optional demographics surveys. For some programs, such as Sanctuary and Youth Services, working with the homeless population does not allow for formal enrollment forms and extensive documentation at intake. Fresno EOC programs with limited intake procedures verify eligibility through random sampling and interviews with clients. For example, Fresno EOC's Community Food Distribution targets areas with high concentrations of low-income families and high unemployment as demonstrated through data from the U.S. Census and Bureau of Labor. Through random sampling, staff found that at least 90% of clients were either unemployed or receiving Supplemental Security Income benefits. Additionally, community volunteers, who are often also beneficiaries of food distributions, volunteer for five to six hours during the day, demonstrating that they do not have consistent employment.

We are currently setting up a central intake system whereby clients will be assisted by a navigator in accessing our services. The process will simplify entrance into our programs as well as internal and external referrals.

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)

Fresno EOC will use CSBG Funding to fund agency administrative functions not adequately covered by grants. These may include contributing to covering the costs for administrative staff salaries/fringe benefits, necessary facilities improvements, a health plan subsidy and indirect costs at the approved rate. These utilizations of CSBG funding lessens the fiscal burden on Fresno EOC's individual programs and allows for funding from other grants, donations and contracts to cover programmatic costs and direct services to low-income individuals and families to meet the needs identified in the CNA.

## Linkages and Funding Coordination

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

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)

Fresno EOC leverages CSBG funds with other funding sources as often as possible. The Resource Development Department works with program directors and staff to apply to foundation and government grants that closely align with program goals. Over 98% of Fresno EOC's operating budget is funded through public and private origins, proving its ability to leverage non-CSBG resources. CSBG funds are used for operational costs that are not fully funded by public and private resources.

Fresno EOC's approach to service delivery leverages other local service providers and their assets to fill gaps in services to its clients. This is evident in Fresno EOC's participation in several committees, commissions, and groups, such as the Fresno County Health Improvement Partnership, Fresno Food Security Network, Fresno Madera Continuum of Care, and many others. By linking its services with other organizations and networks, Fresno EOC provides clients with necessary and effective services that meet their individual needs.

For example, Fresno EOC's Sanctuary and Youth Services is part of the National Safe Place Network, which consists of 272 Safe Places in Fresno County. Safe Places are located at school campuses, businesses, community buildings, and transit systems and staff in these locations directly connect abused, neglected, bullied, or homeless youth to Fresno EOC's Sanctuary Youth Shelter. By partnering with Fresno Unified School District, the City of Fresno, Fresno Area Express (FAX) buses, and other organizations, Fresno EOC assists more youth.

Additionally, case managers at the Sanctuary Youth Shelter refer youth to other Fresno EOC services, such as the Community Health Center or Training & Employment, and outside services, such as Supplemental Security Income benefits or CalFresh. Integrated case management, referrals, and follow-ups are a fundamental characteristic of all Fresno EOC services to low-income, minority, and neglected individuals and families.

Another example of a coalition with which Fresno EOC collaborates is the Central Valley Freedom Coalition (CVFC). Since its inception in 2009 Fresno EOC's Central Valley Against Human Trafficking (CVAHT) has led the Central Valley Freedom Coalition (CVFC), a multi-disciplinary network of over 1,200 contacts dedicated to addressing the critical issues of human trafficking in the Central Valley. The Coalition is supported by a Steering Team and five established sub-committees including Victim Services, Labor, Law Enforcement, Commercial Sexual Exploitation of Children (CSEC), and Public Awareness. These sub-committees meet monthly to develop cohesion, relationships, and trust among the different agencies coordinated by the CVAHT Program Manager. Case

managers and other staff related to the proposal will meet regularly to discuss cases and share policy updates and resources.

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)

With over 30 programs in Fresno EOC, there are several memorandums of understanding and service agreements. Many of these memorandum and service agreements are between internal programs, such as the partnership among Head Start, Food Services, and Transit to coordinate, prepare, and deliver the meals to children in the Head Start program. Several memoranda and service agreements exist between the agency and outside organizations such as contracts between Fresno EOC Transit Systems and the City of Fresno and Fresno County Rural Transit Agency to operate Social Service Transportation for the city and county of Fresno."

Partnerships include regional academic providers, including training institutions, schools, colleges, charter schools, adult schools, and universities; outreach partners; substance abuse treatment providers such as West Care; life skills presenters; civic leaders promoting investment in community; health practitioners providing health screening and pregnancy prevention services; corrections and law enforcement partnerships; support services (transportation, housing); and emergency services.

3. Describe how services are targeted to low-income individuals and families and indicate how staff are 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.

Fresno EOC ensures its services target low-income, minority, and disenfranchised populations by conducting targeted outreach, locating its services in low-income neighborhoods and communities, and listening to local voices.

Fresno EOC's Communications Office partners with all agency programs to ensure services are being broadcast to low-income communities in the most effective way. Communication strategies include e-newsletters, social media, public transport advertisements, and events. Program staff also regularly attend outreach events, either virtually or in person to get the word out about our services. Media opportunities are also utilized. This targeted outreach ensures that existing and future clients from low-income communities are aware of Fresno EOC's range of services.

Program and agency staff are in regular communication with other service providers to ensure services are maximized, leverage resources refer clients to programs they may need. This helps avoid services duplication and ensures that resources are used in a

more efficient way, in service to our community.

Fresno EOC locates its services and headquarters within the communities and neighborhoods that demonstrate the most need. For example, the Local Conservation Corps (LCC) and Fresno Street Saints operate community centers in Southwest Fresno, a neighborhood that experiences higher poverty and pollution rates compared to the rest of the city. Low-income individuals and families can more readily benefit from LCC and Fresno Street Saints services when they are close and accessible through public transport. We are actively expanding our geographic presence throughout the county to increase accessibility to our services.

Fresno EOC's services are directed at low-income communities. Community needs are identified by gathering information directly from its target areas through its Board of Commissioners and community group convenings. Fresno EOC's 24-member tripartite Board of Commissioners is made up of eight public elected officials or their designees, eight business, public agency, or community group members, and eight low-income target area representatives. These eight low-income target area representatives provide the necessary insight and direction for Fresno EOC services that fit the needs of low-income populations. Additionally, Fresno EOC programs, such as Early Head Start, Head Start, and Fresno Street Saints, hold regular meetings with its clients and community members to ensure services are consistently addressing their needs.

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

Fresno EOC's Strategy and Resource Development Department consists of a Strategy and Resource Development Officer, Resource Development Manager, and two grant writers. The department works continuously to find new funding opportunities for all 30+ programs in the agency in order to increase programmatic and/or organizational capacity. The Strategy and Resource Development Department seeks out and pursues grant opportunities, sponsorship, fundraising opportunities, and partnerships to increase programming and capacity.

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.

Fresno EOC's contingency plan includes anticipating funding patterns and pursuing funding to address gaps. The Strategy and Resource Development Officer is charged with keeping the agency abreast of legislative trends that impact Fresno EOC's funding. Our Strategy and Resource Development staff are proactively looking for diverse funding sources. Fresno EOC has the ability to adjust program offerings, including shifting staff

across programs to minimize layoffs and continue service provision to low-income residents of Fresno County.

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.

A majority of Fresno EOC's 30 plus programs provide opportunities for individuals to volunteer. For example, Fresno EOC's Foster Grandparent Program works with senior volunteers who provide mentoring and tutoring to low-income children and young adults. Parents of children enrolled in Head Start are encouraged to contribute between 10-15 volunteer hours monthly. Fresno EOC's Food Distributions leverage many volunteer hours frequently contributed by low-income individuals and families who benefit from the events. Volunteering is mutually beneficial because it develops shared ownership and pride of the Food Distributions and other programs when low-income Fresno County residents contribute to events and programs. Volunteer hours are recorded by individual programs and reported at the end of the year as part of the data gathering process for the agency's annual review, planning, and CSD Annual Report.

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.

Fresno EOC's Local Conservation Corps (LCC) and Street Saints address the needs of youth residing in some of the poorest neighborhoods in urban Fresno. These programs address the needs of youth in low-income communities through family- and community-centered approaches. The LCC focus is youth development, but it takes a holistic approach to this. LCC's fatherhood component teaches and demonstrates the role of the father using local father-figure mentors. Experience at LCC is demanding, but demand for the program is even greater. The program coordinates with other organizations and government agencies to provide referrals for its Corps members.

In 2019 Fresno EOC launched the Food Express Bus which provides nutritious food to children in the Fresno urban area. A Rural Food Express Bus will launch Summer 2021 to help alleviate the stress families undergo due to food insecurity in rural communities.

Through our Training and Employment program we provide youth with training and paid work experiences, targeting youth who would otherwise not have access to these opportunities. Pregnant and parenting teens receive services through our Adolescent

Family Life Program. The program helps youth navigate parenthood and make a life plan to continue their education. We also launched an LGBTQ+ Resource Center which serves as a safe place for youth to congregate and join peer groups.

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 childcare. (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 Fresno Street Saints have developed methods for violence-reduction for youth. Fresno EOC Street Saints has over 25 active collaborations. Specifically, Fresno EOC Street Saints' school site services and partnership with Fresno Unified School District (FUSD) began as a safe passage program seven years ago, with liaison mentors stationed at a local middle school to escort students through unsafe areas while walking to and from surrounding school sites. The focus has since shifted to shadow mentoring, parent engagement services, conflict mediation, and year-round programs for students. Services include daily progress monitoring with students, communication with teachers and school administration, tutoring services, yearly goal setting and planning with regular check-ins, social emotional support, and engagement with families and the community. Employment & Training targets high school graduates and out-of-school youth, ages 14 to 21, with paid work-based training, career mentoring, and educational supports. Sanctuary and Youth services provide emergency and transitional shelter for homeless youth. Food Distributions serves meals to low- income children year-round. Access Plus Capital offers entrepreneurial support to young adults.

In 2021, Fresno EOC's LGBTQ+ Resource Center will be expanding services into the rural community of Mendota to conduct monthly youth-focused activities including but not limited to peer support groups, drug-alternative social events, LGBTQ+ friendly safe spaces, and more. A psychologist and substance abuse counselors will use trauma-informed, culturally relevant, developmentally appropriate methodologies.

If your agency uses CSBG funding to provide employment and training services, describe the coordination of training and employment 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)

Fresno EOC houses three programs, the Local Conservation Corps (LCC), Valley Apprenticeship Connections (VAC) and Training & Employment (T&E), which provide hard and soft skills employment training. LCC provides paid green jobs training to young adults, ages 18 to 25. T&E targets high school graduates and out-of-school youth, ages 14 to 21, with paid work-based training, career mentoring, and educational supports. In compliance with Section 3 of the Workforce and Innovation and Opportunity Act, LCC, VAC and T&E work as one-stop delivery system partners who coordinate programs to ensure services are not duplicated. Generally, T&E works with current high school seniors, youth transitioning to post-secondary education, or out-of-work youth looking for job training and internships while LCC is an educational/vocational program that works with young adults not in a traditional high school setting or transitioning to post-secondary education. The VAC has strong ties to the building trades, local unions, and employers throughout the Central Valley. The 16-week cohort offers seven OSHA certifications (OSHA Safety, Confined Space, CPR/AED First Aid, Workplace Safety, Blueprint Reading, Traffic Control and Safety, and Grading). Evidenced-based materials and approaches are included to ensure students have the best opportunities to succeed. The program is designed to serve those most in need with severe barriers to employment.

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

- 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.

Fresno EOC has several programs that assist individuals in emergency situations. Emergency assistance services include food and hygiene product distributions, utility payments, and shelter. Fresno EOC's Low- Income Home Energy Assistance Program (LIHEAP) provides assistance to eligible households that are in crisis situations. Examples include a household that has received a 24- to 48-hour disconnect notice or service termination by its utility company or a household facing an energy- related crisis of life-threatening emergency in the applicant's household, including a combustible appliance. Fresno EOC's Sanctuary Youth Shelter provides emergency shelter for runaway and homeless youth. Once at the shelter, case managers help youth reconnect with their families or arrange for a suitable living situation that satisfies the youth's safety. The street outreach team distribute food and hygiene supplies to people experiencing homelessness.

Fresno EOC's Food Services, Food Systems Initiative, Food Distributions, and Women, Infants, and Children (WIC) provide food assistance and education to low-income individuals. Food Services delivers food for several different initiatives: 1) the Home Delivered Meal initiative, which provides ready-to-eat meals to low-income elderly individuals; 2) the Summer Food Program, which provides no-cost meals to youth during

the summer months; 3) Head Start, which provides lunch and snack meals to low-income pre-school children; and 4) after-school and congregate meal programs throughout Fresno and Madera Counties. Fresno EOC hosts food distributions in both rural and inner-city areas for low-income individuals. The WIC program provides nutrition education, supplemental food, breastfeeding support, and social service referrals to pregnant women, new mothers, and children.

10. 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.

Fresno EOC is a local leader in the provision of effective and innovative programs meant to ameliorate poverty. Fresno EOC is connected to every government, CBO, funder, and private association or council with an interest in improving living conditions in the region. These include but are not limited to: City and County governments, Chambers of Commerce, the faith community, the Business Council, the Central Valley Community Foundation, United Way, the Fresno Regional Workforce Investment Board, health agencies and hospitals, and housing providers (Housing Authority, and local CBOs such as Faith in the Valley, The Fresno Center and Reading and Beyond. Furthermore, Fresno EOC has been administering emergency energy assistance programs since 1977.

11. 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.

FRESNO EOC funds a variety of innovative and community-based initiatives aimed specifically at strengthening families and parents. These programs include:

**Fatherhood Strengthening Classes** were initiated by our Local Conservation Corps and now continue at a number of our programs, including the Sanctuary, SOUL, Teen Pregnancy Prevention Program, Adolescent Family Life Program, WIC, our California Personal Responsibility Education Program (CA PREP), and Fresno Street Saints. The unique role of the father is central to our efforts as support for families (children and mothers). Engaged fathers make a huge difference in the health and strengthening of the family unit.

**Counseling** is a staple of all of our programs. Knowledgeable, compassionate, empathic, patient and persistent case managers and counselors are irreplaceable and vital to the rehabilitation and development of our clients. Fresno EOC is in the process

of writing protocols for counselors encouraging them to migrate between like programs thereby offering a seamless connection to clients as they access needed services provided by related programs.

**Non-court ordered parenting classes** Fresno EOC operates several programs that provide parenting skills. These include programs listed above: Sanctuary homeless youth shelter, the School of Unlimited Learning (SOUL, a public charter high school), Teen Pregnancy Prevention Program, Adolescent Family Life Program, WIC, our California Personal Responsibility Education Program (CA PREP), and Fresno Street Saints. A variety of modalities are engaged for this instruction, including guest presenters, role playing, and special events bringing parents and their children together for peer support.

**Neighborhood Hub.** In early 2021, Fresno EOC Street Saints were chosen as one of eight awardees to establish a permanent network of resident-led “hubs” that will engage and equip residents to lead change efforts in their own neighborhoods. This initiative is a cornerstone of Fresno DRIVE (Developing the Region’s Inclusive and Vibrant Economy), the largest, most comprehensive community investment plan in 40 years. The Street Saints will provide training and leadership development to residents in the Kings/Lincoln neighborhood located in southwest Fresno. The Street Saints will also receive ongoing technical assistance to guide their community organizing and engagement efforts.

**Classes assisting incarcerated or recently paroled men.** Fresno EOC continues to provide specialized services to formerly incarcerated and recently paroled men. It’s Local Conservation Corps and Training and Employment program have for more than 20 years offered such specialized services. They have been awarded grants specifically to provide targeted interventions for this population. Such interventions and instruction will continue for the next program year. Our key to success lies in a robust case management strategy leveraging support from the Office of the Sheriff, State Parole, affiliated academic institutions, drug rehabilitation providers, transitional housing staff, and Fresno EOC program staff. Regularly scheduled communication between these professionals assures that constant, round the clock monitoring and supervision takes place concurrent to texts and email correspondence between the involved service agencies. As a consequence, while local jails and prisons which housed these clients have recidivism rates above 65%, our Agency programs boast recidivism rates of less than 15%.

**Job training and employment assistance.** Participants may enter any one of Fresno EOC's programs - Sanctuary, SOUL Charter School, Training and Employment, Valley Apprenticeship Connections and Local Conservation Corps, - and migrate between them, accessing the whole array of support and instructional services available through these programs. This means that a participant will be tracked by any and all of the programs he/she may enroll in with the benefit, for instance, of having a number of case managers convene regularly to provide the best counsel and support that a participant may need. Services are fluid, responding to needs through a flexible and coordinated service delivery system tailored to each individual.



## 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.

Fresno EOC implements a tiered approval structure for incurring expenditures to ensure that all purchases are necessary to the program objectives, made in accordance with Agency and grant guidelines, and allowable within funding available. This ensures that all charges or payments are made with proper approval and aligned with maintaining high standards of program and fiscal performance. To ensure accuracy in staff compensation, the supervisors review time sheets for accuracy and the payroll staff compare the pay data against the data imported into the payroll system. This monitoring activity provides assurance that the 1,300 employees in all programs are paid appropriately.

The Quality Assurance staff within Fresno EOC Finance reviews all A/P payments before they are released and prepares regular bank reconciliations for all accounts. These activities identify any payment irregularities, which are then immediately addressed by the Finance Department. Financial variance reports are generated regularly to provide guidance to Programs Directors on their budget versus actual status. These reports ensure programs stay on budget and plan for programming in a fiscally responsible manner.

Program Directors are responsible for monitoring their staff and programs for fiscal and program performance. They work closely with an assigned Accountant for all budgeting, grant applications, and financial reports. Program Directors report to the Chief Operating Officer or Chief Administrative Officer. These officers work with the Program Director to review budgets and make the best decisions for enhancing program performance.

Internal audit personnel are available to the Program Directors throughout the year to provide any additional monitoring necessary. Program Directors are encouraged to use these services as often as needed.

In 2020 Fresno EOC hired a Procurement Director who reports to the Chief Financial Officer. Their duties include reviewing contracts, policies and procedures, overseeing the bid process and implementing our new purchasing software: Coupa System

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.

All programs go through a rigorous process for creating memorandum of understanding or service agreements with subcontractors. Program Directors are then responsible for monitoring their subcontractors and ensuring compliance with the terms of the contract. These monitoring processes vary by program, but include an onsite review of work in

addition to desk reviews of progress reports and bills. Bills are approved by the program staff and then sent to the Finance Department for review.

Subcontractors submit their billing to the Fresno EOC Finance Department with the supporting documentation approved by the program. It is reviewed by the fiscal staff for compliance and accuracy. Then, payments are issued and recorded. The Internal Audit Office also conducts monitoring of Fresno EOC's subcontractors

## 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)

Fresno EOC programs use a variety of comprehensive software platforms to monitor results and conduct evaluation. Central Valley Against Human Trafficking (CVAHT), the Sanctuary Housing Program, and the Sanctuary Shelter use the Homeless Management Information System (HMIS) and the Runaway and Homeless Youth Management Information System (RHYMIS). LIHEAP and Weatherization use Hancock, and Head Start and Early Head Start use ChildPlus, to name a few programs. All programs use Excel to aggregate data for CSBG reporting.

The following programs conduct annual evaluations: Training & Employment, Sanctuary Permanent Supportive Housing, Access Plus Capital, and the Local Conservation Corps (LCC); however, LCC Youth Build also conducts quarterly evaluations. In addition to annual reports, the following programs conduct monthly evaluations: Community Services, Early Head Start, Head Start, Adolescent Family Life Program (AFLP), Safe Place, Sanctuary Youth Shelter, Central Valley Against Human Trafficking (CVAHT), Weatherization, WIC, Food Services, and Transit Services. Many programs also conduct quarterly and semi-annual evaluations.

Fresno EOC Training & Employment uses an exit survey to gauge client satisfaction with the program. Most questions ask clients to rate the program on a Likert scale. Questions include: "Do you feel the Youth Program was helpful to you?" and "Was the staff helpful during your time in the program?" The survey also allows for qualitative responses by providing a short answer space for clients to make suggestions to improve the program. This survey allows clients to participate in the evaluation of the program and make their voices heard.

Our Agency will soon be implementing a central intake system, CAP60, which will allow us to obtain more data which we will use in evaluating and continually improving our program delivery.

In addition to the above primary quantitative and qualitative data sources, Fresno EOC references secondary data sources from various sectors to gain a holistic and intersectional understanding of our clients and community and to better inform our programs.

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.

In 2018, Fresno EOC Food Services, Transportation Systems, and Sanctuary and Youth Services collaborated to incorporate mobile sites into the Summer Food Service Meal Program. The partnership developed upon the realization that there were children in the Fresno community who

could not visit traditional physical locations because of safety. Through grassroots fundraising, Fresno EOC raised \$93,000 for the Food Express project, purchasing a retired school bus and retrofitting it with refrigeration, tables, and air conditioning. In the winter of 2018, Fresno EOC partnered with Sanctuary and Youth Services to develop a food delivery route to five sites in urban Fresno to provide distributed meals to children who would not have been able to receive them at traditional sites. Further, the Food Express was designated as a mobile Safe Place and Sanctuary Outreach to the Streets staff are on hand when delivering meals so that homeless youth utilizing the Food Express have a resource to connect them to additional Fresno EOC services. Because of the success with this project, Fresno EOC will be launching a second Food Express Bus in Summer 2021 which will serve the rural communities of Fresno County.

Fresno EOC Transit Services has been serving rural and urban areas to address many transportation-related barriers within Fresno County. The transportation solutions to address poverty in the communities of Fresno County provided by Fresno EOC Transit Services include:

- CalWORKs Transportation Contract -Within the contract with the County Department of Social Services (DSS), Transit provides transportation to daycare and work sites for DSS clients during hours when public transit is not available (6 p.m. to 7 a.m., seven days a week).
- Head Start Transportation Contract - Under a contract with Head Start of Fresno County, Transit provides pupil transportation, vehicle maintenance, and congregate meal delivery for low-income families.
- Fresno/Madera Area Agency on Aging - Transit provides transportation for elderly residents to various meal sites.
- Non-profit Special Trips - Transit provides transportation services for programs within Fresno EOC as well as other non-profit agencies who have occasional transportation needs for their clients.

Fresno EOC has also focused efforts on programming aimed at reducing the causes and instances street and gun violence After seeing continual spikes of gun violence in Fresno, Fresno EOC started Advance Peace Fresno in 2020. The program seeks to reduce gun violence in Fresno by investing in relationships with suspected offenders to help them break the cycle of poverty and violence.

**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)**

In 2020 Fresno EOC played an essential role in the design and launch of activities for Fresno County under the Healthy Harvest Program, a multi-county initiative to protect essential food production workers and their families in the San Joaquin Valley. The program provides easy access for concerned farm and food production workers, growers, and industry employers to get advice about COVID-19 prevention, access to testing, and resources to safely isolate for two weeks in a free hotel room to avoid infecting others. The program is a joint initiative of growers, workers, community organizations, local elected officials, county and state agencies, and

philanthropic donors. After careful assessment and planning, Fresno EOC provided COVID-19 testing and wraparound services including case management, transportation, and food assistance.

## 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?

January 2019

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

Fresno EOC has a variety of strategies to ensure that the agency remains operational and is equipped to respond during and after disasters. Fresno EOC is the designated emergency response provider for Fresno County to provide food and transportation when needed.

As a part of the network of local corps, the Fresno EOC Local Conservation Corps (LCC) is also connected to Fresno County and can be called upon to assist in situations of disasters.

At the onset of the COVID-19 pandemic, Fresno EOC rapidly pivoted to move as many staff as possible to remote work set ups. The agency's IT Department was instrumental in changing vendors to quickly acquire new devices and implement the necessary more stringent security measures.

Another example of the agency's adaptability is the conversion of Food Distribution programming to a drive through model during the COVID-19 pandemic. This adaptation allowed for the continued safe provision of necessary food assistance for low-income families while minimizing risks of virus spread.

When disasters have hit in the past, Fresno EOC has adeptly launched new programs to meet the unique community needs related to the disaster. During the COVID-19 pandemic, the agency launched testing sites and a vaccine clinic to reach marginalized low-income populations in Fresno County.

Looking ahead, Fresno EOC is prepared to exercise a similar program and staffing adaptability to ensure that it remains operational and able to meet the needs of the community for future disasters.

### 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.

During the community needs assessment, staff and community members identified several areas of growth for the Fresno EOC to prioritize over the next strategic planning period. Most notably, staff and community felt that Fresno EOC should provide more outreach, engagement, and communication to communities, organizations, and other partners about their programs, services, and other resources. To that end, they recommended strategies such as creating a community calendar for free events and opportunities to network and providing a centralized resource guide for information about programs and services. They also felt that Fresno EOC could better serve the community by engaging in more marketing of services through various forms of media and communication. As communities open more from the Covid-19 pandemic, the Fresno EOC should focus on outreach to specific communities that are historically un/underserved, isolated, or difficult to engage.

Lastly, racial justice was one of the biggest unmet needs identified by staff, partners, and community members. Many CNA participants felt that Fresno EOC had made constructive changes in recent years with the hiring of the current CEO, committing the organization to diversity, equity, and inclusion (DEI) initiatives, and hiring a DEI manager. However, they also recommended that Fresno EOC continue to focus on DEI especially in terms of improved outcomes for racial and ethnic minority populations and increasing the capacity of their service providers to delivery culturally responsive services.

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

For 2021, the Fresno EOC has committed itself to capacity building in the following areas:

**Equity and Inclusion:** In 2020 we contracted with Race for Equity and completed the Let's Talk About Its discussion sessions and the Intercultural Development Inventory. This year, we will build on the knowledge gained from that work and will learn about and begin to implement Results Based Accountability. This work will include creating and understanding key performance indicators (KPIs) which departments and programs can use for continuous improvement.

**Integrated Data System and Agency Navigation:** Late last year, the Board approved an integrated data system which will streamline our referral process and access to services across all programs. This system, along with the creation of a cross-functional navigation team, will provide communication across programs and the ability to more accurately assess our impact in the community. The system will aid in our development of quantifiable goals and allow us to strengthen data driven decision making in all departments and programs.

**Infrastructure Improvements:** We will make physical improvements throughout the Agency and work to acquire additional space where necessary. We will also expand our technology infrastructure through the implementation and expansion of the Coupa Procurement System and full utilization of the Financial Edge upgrade. Additionally, we will expand ADP payroll system usage and launch an organization wide work order system, Manager Plus.

**Financial Diversification:** The agency will focus on growing financial security and will diversify its funding through general funds, major gift and philanthropy development efforts. A budgeting process standard will be formalized with program and department involvement.

**Investing in Human Capital:** The Agency will become an employer of choice by focusing on attracting talent, leadership development, succession planning, flexibility and other solutions designed to transform the EOC employee experience.

**Strengthening Agency Communication:** While we have made some recent gains, 2021 will be the year we examine and transform our internal and external communication. We will identify our audiences and create targeted messages which reflect the diversity of our agency and are positioned to reach diverse markets.

**Covid-19:** We will assess our emergency response to COVID-19 and implement necessary improvements and changes to our systems and processes. We will continue to respond and make safe decisions for our staff and clients.

# Federal CSBG Programmatic Assurances and Certification

## CSBG Act 676(b)

### Use of CSBG Funds Supporting Local Activities

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

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

### Needs of Youth

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

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

### Coordination of Other Programs

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

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

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

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

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

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

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

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

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

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

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

### **State and Eligible Entity Coordination/linkages and Workforce Innovation and Opportunity Act Training and Employment 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 training and employment 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.**

## State Assurances and Certification

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

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

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

### **For MSFW Agencies Only**

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

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

## Organizational Standards

### MAXIMUM FEASIBLE PARTICIPATION

#### Category One: Consumer Input and Involvement

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

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

#### Category Two: Community Engagement

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

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

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

#### Category Three: Community Assessment

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

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

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

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

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

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

### VISION AND DIRECTION

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

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

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

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

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

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

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

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

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

## 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
2021 Goals	C
CNA Outreach Materials	D
Focus Group Outreach Materials	E
Focus Group Tool	F
Survey Tool Community	G
Survey Tool Staff	H

# Appendix A: Copy of the Notice(s) of Public Hearing

The screenshot shows a web browser window with the URL [fresnoeoc.org/strategic-planning-2021/](https://fresnoeoc.org/strategic-planning-2021/). The website header includes a navigation menu with links for HOME, ABOUT OUR AGENCY, PROGRAMS, MEDIA, CAREERS, and DONATE. The main banner features the Fresno Economic Opportunities Commission logo and the slogan "LET YOUR VOICE BE HEARD" with a search bar. The central heading is "FRESNO EOC STRATEGIC PLANNING".

**COMMUNITY NEEDS ASSESSMENT AND COMMUNITY ACTION PLAN**

Please [download the draft of our Community Needs Assessment and Community Action Plan](#). You may send us comments any time now through the end of June 21 using the form below.

You may also attend a public hearing at 5:00pm on June 21 via Zoom.

The Community Needs Assessment and Community Action Plan will be an agenda item at the Fresno EOC Board Meeting to be held on June 23.

**DOWNLOAD COMMUNITY NEEDS ASSESSMENT PDF**

**Public Hearing (via Zoom)**  
June 21, 2021 @ 5 p.m.

[Click Here to Open Zoom](#)

Please enter your comments here: \*

English

[Want to Chat?](#)

## Appendix B: Low-Income Testimony and Agency's Response

One comment was received from Veronica Ramirez through the agency's website: "There's so much needed in our Fresno community. Like help with the trash of the homeless their damage to business the tagging all the debris is businesses have to pick up after them . Our streets not improving. Lighting for many streets. Keeping our city clean and safe is really urgently needed and so many more !"

This comment echoes issues that were brought up by the community and taken into consideration. Fresno EOC supports the City of Fresno's efforts for continual improvement of public spaces in our city, including streets, lighting, graffiti remediation, and homeless services.

Appendix C: CNA Outreach Materials

 **Fresno Economic Opportunities Commission**  
Published by Gabby Rivas · February 16 ·

Fresno EOC needs your help! Our agency is in the process of creating a Strategic Plan, but we need your input! Our objective is to create a 5-year plan for the agency to guide the work we do and make sure it's aligned with the needs and priorities of our com... [See More](#)



**LET YOUR VOICE BE HEARD**



**THU, FEB 18**  
**Fresno EOC Strategic Planning Community Meeting #1**  
13 Went · 51 Interested

 **Fresno Economic Opportunities Commission** added an event.  
January 28 ·



**LET YOUR VOICE BE HEARD**



**TUE, FEB 23**  
**Fresno EOC Strategic Planning Community Meeting #2**  
1 Went · 4 Interested

**288**  
People Reached

**3**  
Engagements

[Boost Unavailable](#)



deeper understanding on what being a poverty fighter is all about.

Each episode will offer tips on leadership skills, insights about our services and programs, as well as the skills, knowledge, and motivation to strengthen self-sufficiency throughout the community.

[Listen now](#)

### Fresno EOC Strategic Planning — Let Your Voice Be Heard

As part of California Department of Community & Services Development requirements, Fresno EOC has developed a draft Community Needs Assessment and Community Action Plan (CNA/CAP) based on the feedback and needs of our community.



LET YOUR VOICE BE HEARD



The CNA/CAP will become an integral part of our 5-year Strategic Planning process. The draft document is now open for your (public) comments. There will also be a public hearing on June 21. [More details](#)

### Events and Community Involvement



**Fresno EOC Food Distribution** There is a food distribution in Orange Cove on May 18. Due to COVID-19 health concerns, please remember your mask and social distancing guidelines. These events are drive-through and pick-up only. [Learn more](#)



**Fresno EOC Food Distribution** There is a food distribution in Parlier on May 21. Due to COVID-19 health concerns, please remember your mask and social distancing guidelines. These



**Fresno EOC Food Distribution** in Cantua Creek on June 18. Due to COVID-19 health concerns, all food distribution events are drive-through and pick-up only. Please remember your mask and social distancing guidelines. [More details](#)



**Fresno EOC Food Distribution** in Cantua Creek on June 21. [More details](#)



**LGBTQ+ Support Groups** Due to COVID-19 health concerns, LGBTQ+ Resource Center groups are meeting virtually. Click [here](#) for meeting information.

### Fresno EOC Strategic Planning — Let Your Voice Be Heard



LET YOUR VOICE BE HEARD



As part of California Department of Community & Services Development requirements, Fresno EOC has developed a draft Community Needs Assessment and Community Action Plan (CNA/CAP) based on the feedback and needs of our community.

The CNA/CAP will become an integral part of our 5-year Strategic Planning process. The draft document is now open for your (public) comments. There will also be a public hearing on June 21. [More details](#)

### More ways to stay connected with Fresno EOC



Forward to a Friend

Target Areas A, D, E, & G. The term will be from January 2022 to December 2023. [Read more](#)

### Former Training and Employment Youth Leads a TCC Project Partnering with Fresno EOC

Nia Hodge-Grier was formerly in the Training and Employment Services program as a youth. Now she is a local leader, working on the Inside Out Community Garden Project and inspiring others to beautify every aspect of their community. Head to the link below to learn about how Nia has been able to connect with the community and inspire change! [Read more](#)



### Fresno EOC Strategic Planning — Let Your Voice Be Heard



LET YOUR VOICE BE HEARD



As part of California Department of Community & Services Development requirements, Fresno EOC has developed a draft Community Needs Assessment and Community Action Plan (CNA/CAP) based on the feedback and needs of our community.

The CNA/CAP will become an integral part of our 5-year Strategic Planning process. The draft document is now open for your (public) comments. There will also be a public hearing on June 21. [More details](#)

### Events and Community Involvement



**Fresno EOC Food Distribution** in Parlier on June 4. [More details](#)  
Due to COVID-19 health concerns, all food distribution events are drive-through and pick-up only. Please remember your mask and

## Appendix D: 2021 Goals

### 2021 Goals: Securing our Future

In 2021 we will focus on capacity building in the following areas:

#### **Equity and Inclusion**

In 2020 we contracted with Race for Equity and completed the Let's Talk About It discussion sessions and the Intercultural Development Inventory. This year, we will build on the knowledge gained from that work and will learn about and begin to implement Results Based Accountability. This work will include creating and understanding key performance indicators (KPIs) which departments and programs can use for continuous improvement.

#### **Integrated Data System and Agency Navigation**

Late last year, the Board approved an integrated data system which will streamline our referral process and access to services across all programs. This system, along with the creation of a cross-functional navigation team, will provide communication across programs and the ability to more accurately assess our impact in the community. The system will aid in our development of quantifiable goals and allow us to strengthen data driven decision making in all departments and programs.

#### **Infrastructure Improvements**

We will make physical improvements throughout the Agency and work to acquire additional space where necessary. We will also expand our technology infrastructure through the implementation and expansion of the Coupa Procurement System and full utilization of the Financial Edge upgrade. Additionally, we will expand ADP payroll system usage and launch an organization wide work order system, Manager Plus.

#### **Financial Diversification**

The agency will focus on growing the financial security and will diversify its funding through general fund, major gift and philanthropy development efforts. A budgeting process standard will be formalized with program and department involvement.

#### **Investing in Human Capital**

The Agency will become an employer of choice by focusing on attracting talent, leadership development, succession planning, flexibility and other solutions designed to transform the EOC employee experience.

#### **Strengthening Agency Communication**

While we have made some recent gains, 2021 will be the year we examine and transform our internal and external communication. We will identify our audiences and create targeted messages which reflect the diversity of our agency and are positioned to reach diverse markets.

#### **Covid-19**

We will assess our emergency response to COVID-19 and implement necessary improvements and changes to our systems and processes. We will continue to respond and make safe decisions for our staff and clients.

## Appendix E: Focus Group Outreach Materials



**LET YOUR VOICE  
BE HEARD!**  
¡HAGA QUE SE ESCUCHE SU VOZ!  
TSO KOJ LUB SUAB KOM HNOV!

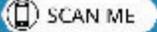


Are we meeting the needs within your community? Let us know by participating in our focus groups!



¿Estamos cumpliendo con las necesidades en su comunidad?  
¡Háganos saber participando en nuestros grupos de enfoque!

Peb puas ntsib koj kev xav tau hauv koj lub zej zog? Siv koj lub xov tooj los thajj qhov QR code ntawm ib sab nos los koom nrog peb pab pawg los qhia peb paub!

 <http://bit.ly/3rg06m0>



# LET YOUR VOICE BE HEARD

Join our focus groups!  
Tell us your community needs



Fresno Economic Opportunities Commission

Published by Hootsuite · March 15



You can provide input on our strategic plan which impacts our agency, our programs, and how we serve you and our community.

Are we meeting the needs within your community? Let us know by participating in our Strategic Planning focus groups! Groups are faci...

[See More](#)



## LET YOUR VOICE BE HEARD

Join our focus groups!  
Tell us your community needs



445

People Reached

10

Engagements

Boost Post



## Fresno Economic Opportunities Commission

Published by Gabby Rivas · March 22



Are we meeting the needs within your community? Let us know by participating in our Strategic Planning focus groups! Spots are filling up fast!! Each focus group participant will receive a \$20 gift card. Groups are facilitated in English, Hmong, and Spanish.

Register here: <https://www.surveymonkey.com/r/XS3HLFV>



## LET YOUR VOICE BE HEARD

Join our focus groups!  
Tell us your community needs



3,880

People Reached

147

Engagements

Boost Post

## Appendix F: Focus Group Tool

### **Facilitation Tips:**

1. Please allow up to 3-4 minutes past the scheduled start time to enable everyone to log-on. Welcome participants as they enter and let them know we will be starting in a few minutes to allow time for all who registered to sign on.
2. Keep the meeting moving along, allowing for times of silence, but if need be, please call on individuals, especially if they are not interacting. If someone is taking up a bulk of the time, kindly ask them to pause for a chance to hear from others as it's important to obtain feedback from all.
3. If the participants appear confused over the question, you can respond with one or two general clarifications. The goal is not to persuade them to answer in a particular way or with a particular response/motive/bias.
4. Keep track of time as all questions and responses should be completed within 90 minutes total. (On average, suggest target between 10-12 minutes per question)
5. Feel free to be your friendly self and proceed in your own, comfortable style as the facilitator. Use the bolded headings below to begin your conversations. For example, "My name is Wendy and I'd like to welcome everyone to our focus group session! We will be recording the session for the purpose of capturing everyone's input."

### **Tech/Recorder Role:**

1. Handle all technology related issues...starting the meeting, keep track of registrants who have entered and those who are missing. Communicate this with the Facilitator.
2. Make sure to RECORD the meeting for translation/reporting purposes later on.
3. Keep track of the time and assist the facilitator with assuring the meeting does not exceed 90 minutes total. (On average, suggest target between 10-12 minutes per question)

## **Script**

### **Welcome Everyone:**

My name is ....We will be recording the session for the purpose of capturing everyone's input.

### **I'd like to explain why we are here:**

We are starting our next five-year Strategic Planning process. I am part of the Focus Group committee that is responsible for meeting with each of you to gather information and perspectives regarding how Fresno EOC may best serve our community in the future.

The information we gather, will be collected and reviewed, and ultimately will help us in deciding what our strategic goals will be for the next 5 years.

### **Now, allow me to tell you a little bit about Fresno Economic Opportunities Commission (Fresno EOC):**

For over 50 years, Fresno EOC has functioned as a private, nonprofit organization that provides opportunities and resources to low-income residents all over Fresno County, including our rural areas. We have over 30 comprehensive community-based programs that empower individuals to thrive as healthy, self-sufficient and contributing members of our communities. Some of our programs include Head Start and Early Head Start, SOUL Charter School, Local Conservation Corps, WIC, Sanctuary Youth Shelter, and so many more.

We have 3 Visions...

1. **Our Vision for our Agency-**

As an entrepreneurial agency, we bridge the gap to self-sufficiency by providing opportunities and resources, as we initiate and partner in shared community efforts to improve the quality of life.

2. **Our Vision for Those We Serve-**

Empowered individuals who thrive as healthy, self-sufficient and contributing members of our communities.

3. **Our Vision for our Community-**

Healthy communities with equal access to social justice, jobs, education and resources.

So that's a little about who we are. Now it's time to find out how we may plan to best serve our community...that's where each of you come in. We have about an hour to ask and hear your responses to 6 questions. Please take turns responding to the questions, and be sure to allow time for everyone to speak. If you are more comfortable responding silently, you can simply place your response in the chat. Does anyone have any questions before we begin?

**Okay, let's get started:**

1. How is today's economy affecting you and your community?
2. In what ways do you feel the COVID Pandemic has and will continue to affect you and your community?
3. What do you feel are the immediate unmet needs of your community?  
(Only if needed: provide examples such as transportation, mental health, access to healthy food, etc)
4. What is keeping you from getting the help you need?
5. What services have you used that were not helpful? How can it be improved?
6. Is there anything we have not covered that you would like to bring to our attention?

**That's the end of our focus group.**

I'd like to thank each of you for your time! You will receive a gift card that will be sent to the email you provided when you registered, so be on the lookout. Thank you, again for your feedback and time! Good-bye everyone.

Language / Idioma / Lus

**\* 1. Select your language. / Seleccione su idioma. / Xaiv koj hom lus.**

English

Español

Hmoob

**\* 2. What language is spoken in your home?**

English

Spanish

Hmoob

Other (please specify)

**\* 3. What is your zip code?**

**\* 4. What is your age?**

under 18

18-  
23

24-44

45-  
54

55-69

70+

**\* 5. Which race/ethnicity best describes you? (Please choose only one)**

American Indian or Alaskan

Native Asian / Pacific

Islander

Black or African

American Hispanic /

Latino

White / Caucasian





Multiple ethnicity / Other (please specify)

**\* 6. Do you identify as a member of the LGBTQ+ community?**



Yes



No

**\* 7. What is your gender?**



Male



Female



Decline to state



Other (please specify)

**\* 8. How many people currently live in your household?**

1

4

7

2

5

8 or more

3

6

**\* 9. What is your approximate average household income?**

under \$15,000

\$35,001-\$45,000

\$65,001-\$75,000

\$15,001-\$25,000

\$45,001-\$55,000

over \$75,000

\$25,001-\$35,000

\$55,001-\$65,000

\*

10. What is the highest level of education you have completed?

Fresno EOC Services

\* 11. Are you a current client of Fresno EOC?

Yes

No

**\* 12. Rate your familiarity with the following Fresno EOC programs.**

	I have not heard of this program	I am aware of this program	I have used this program	A family member has used this program
Access Plus Capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adolescent Family Life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance Peace Program (AFLP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
California Personal Responsibility Education Program (CAPREP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central Valley Against Human Trafficking (CVAHT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Health Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Early Head Start	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food Distributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food Services/Catering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster Grandparent Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Head Start	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LGBTQ+ Resource Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Conservation Corps (LCC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-Income Home Energy Assistance Program (LIHEAP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permanent Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe Place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sanctuary Outreach to the

Sanctuary Youth Shelter

Streets (SOS)

School Age Child Care

School of Unlimited Learning (SOUL)

	I have not heard of this program	I am aware of this program	I have used this program	A family member has used this program
Street Saints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tobacco Education Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and Employment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transit Systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transitional Living Centers (TLC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Valley Apprenticeship Connections (VAC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weatherization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Women, Infants and Children (WIC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
YouthBuild Charter School of Central California	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**\* 13. What is your opinion of Fresno EOC?**

- Very poor opinion     
 Poor opinion     
 Neutral     
 Good opinion  
 Very good opinion

**\* 14. Our vision for those we serve is "Empowered individuals who thrive as healthy, self-sufficient and contributing members of our communities." How well are we fulfilling our vision?**

Very poorly      Poorly      Okay      Good      Very good

**\* 15. How do you rate Fresno EOC in the following areas?**

	Needs Improvement	Doing Well	N/A
Client Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Language Access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Childcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health (medical/dental)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mental Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilities/Energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food/Nutrition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conservation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LGBTQ+ Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Small Business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aging Population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Immigration Assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Case Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Victim Advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gang Intervention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substance Abuse Intervention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homeless Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parenting Support			

Please comment on ways we can improve or how we are doing well.

**\* 16. What do you feel are the top 5 issues not being adequately addressed in our community?**

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Gangs                     | Immigration   | Mental                                  |
| <input type="checkbox"/> Drugs / Alcohol           | Foster Care   | Wellness                                |
| <input type="checkbox"/> Crime                     | Veterans  | Unemployment                            |
| <input type="checkbox"/> Domestic Violence         | <input type="checkbox"/> Homelessness                               | <input type="checkbox"/> Obesity        |
| <input type="checkbox"/> Child Abuse / Elder Abuse | <input type="checkbox"/> Human Trafficking                          | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Abuse Police              | <input type="checkbox"/> Lack of Water / Quality of Water Access to | <input type="checkbox"/> Food           |
| <input type="checkbox"/> Violence                  | <input type="checkbox"/> Quality Child Care Access                  | <input type="checkbox"/> Weapons        |
| <input type="checkbox"/> Community Safety          |   | <input type="checkbox"/> Air Quality    |
| Racism   |   |   |
| Bullying / Cyber Bullying                          | to Quality Education  | Animal Welfare / Animal Control         |
|  | Quality Medical / Dental Care                                       |   |

Other / Comments

**\* 17. Would you like to subscribe to our newsletter?**

No

Yes (Please provide your email)

**\* 18. ¿Que idioma se habla en su casa?**

Ingles

Español

Hmong

Otro (Por favor especificar)

**\* 19. ¿Cuál es su zona postal?**

**\* 20. ¿Cuál es su edad?**

menor de 18  
 18-23

24-44  
 45-54

55-69  
 70+

**\* 21. ¿Cual raza/origen étnico lo describe mejor a usted? (Por favor escoja solamente uno)**

Nativo Americano o  
Nativo de Alaska

Raza Negra o  
AfroAmericano Hispano

Blanco / Caucásico

Asiático / Pacifico Isleño

/ Latino

Múltiples razas/origen étnicos / Otro (Favor de especificar)

**\* 22. ¿Se indentifica como parte de la comunidad LGBTQ+?**

Si

No

\* **23. ¿Cuál es su género?**

Masculino

Femenino

Otro (por favor especificar)

**\* 24. ¿Cuántas personas actualmente viven en su hogar?**

1

4

8 o más

2

5

3

7

**\* 25. ¿Aproximadamente cual es el ingreso anual de su hogar?**

menos de \$15,000

\$35,001-\$45,000

\$65,001-\$75,000

\$15,001-\$25,000

\$45,001-\$55,000

más de \$75,000

\$25,001-\$35,000

\$55,001-\$65,000

\_\_\_\_\_

\* 26. ¿Cuál es el nivel más alto de educación que completó?

Servicios de Fresno EOC

\* 27. ¿Es usted un cliente actual de Fresno EOC?

Yes  
 No

**\* 28. Califique su familiaridad con los siguientes programas de Fresno EOC.**

Un miembro de mi

No he escuchado

acerca de este Programa a

Estoy enterado de este programa

He usado este program a

familia ha usado este programa

Acceso más capital/ Access Plus Capital





Programa de Vida





Paz de Avanzada/Advance Peace





Familiar para Adolescentes (AFLP)





Programa de Educación acerca de la Responsabilidad Personal de California (CAPREP)

El Valle Central Contra el Tráfico de Personas (CVAHT)





Clinica de Servicios para la Salud





Programa Dental





Early Head Start (Preescolar para niños de 0-3 años)

Distribuciones de Comida

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Servicio de Comida</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programa de Abuelos / Foster Grandparent Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Head Start (Preescolar para niños de 4-5 años)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Centro LGBTQ+	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Cuerpo de Conservación Local (LCC)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programa de Asistencia de Energía para hogares de bajo ingresos (LIHEAP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Apoyo de Vivienda Permanente</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lugar Seguro (Safe Place)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Alcance de Refugio en las Calles (SOS)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No he escuchado acerca de este Programa

Estoy enterado de este programa

He usado este programa

Un miembro de mi familia ha usado este programa

	No he escuchado acerca de este Programa	Estoy enterado de este programa	He usado este programa	Un miembro de mi familia ha usado este programa
Santuario de Refugio para Jóvenes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cuidado de Niños de Edad Escolar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School of Unlimited Learning (SOUL)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street Saints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programa de Educación del Tabaco	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entrenamiento Laboral y Empleo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sistema de Transporte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Centro de Transición de Vivienda (TLC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conexión de Aprendices del Valle (VAC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climatización	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mujeres, Infantes, y Niños (WIC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Escuela YouthBuild de California	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**\* 29. ¿Cuál es su opinión de Fresno EOC?**

- Muy mala opinión
- Una mala opinión
- Neutral
- Una buena opinión
- Una muy buena opinión

**\* 30. Nuestra visión para aquellos que servimos es “Individuos empoderados que prosperan como miembros saludables, autosuficientes y contribuyentes de nuestras comunidades.” ¿Que tan bien estamos realizando nuestra visión?**

Muy mal                      Mal                      Más o menos                      Bien                      Muy bien

**\* 31. ¿Como considera usted a Fresno EOC en las siguientes áreas?**

Servicio al Cliente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Necesita mejorar	Va Bien	No Aplica
Acceso a los Programas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comunicación en su idioma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cuidado de Niños	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vivienda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empleo			



**\* 32. ¿Cuales son los 5 temas más importantes en nuestra comunidad que no están siendo tratados de manera adecuada?**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Pandillas  | <input type="checkbox"/> Inmigración                              | Salud  |
| <input type="checkbox"/> Drogas/Alcohol                                       | <input type="checkbox"/> Sistema de Hogares de acogida para niños | Mental   |
| <input type="checkbox"/> Crimen   | <input type="checkbox"/> Veteranos                                | Desemple   |
| Violencia Domestica   | <input type="checkbox"/> Vagancia/indigencia                      | o  |
| <input type="checkbox"/> Abuso de Niños/Abuso de personas de la edad avanzada | <input type="checkbox"/> Trata de personas                        | <input type="checkbox"/> Obesidad  |
| <input type="checkbox"/> Violencia Policiaca                                  | Falta de Agua / Calidad de  | <input type="checkbox"/> Transporte                                      |
| <input type="checkbox"/> Seguridad Comunitaria                                | <input type="checkbox"/> Agua Acceso a cuidado                    | <input type="checkbox"/> Comida  |
| <input type="checkbox"/> Racismo  | <input type="checkbox"/> infantil de Calidad Acceso a             | <input type="checkbox"/> Armas   |
| Intimidación/ Intimidación cibernético  | una Educacion de Calidad  | <input type="checkbox"/> Calidad Del Aire                                |
|   | Calidad Medica /Cuidado   | <input type="checkbox"/> Bienestar de los Animales / Control de Animales |
|   | Dental  |  |

Otro / Comentarios

**\* 33. ¿Quisiera subscribirse a nuestro boletín informativo, actualmente disponible en ingles solamente?**

- No
- Si (favor de proporcionar su correo electrónico)

**\* 34. Hom lus siv hauv koj tsev yog dabtsi?**

Lus Askiv

Lus Mev

Hmoob

Lwm yam lus (thov sau qhia)

**\* 35. Kos tus zauv cheeb tsam yog li cas?**

\* 36. Koj muaj pes tsawg xyoo?

tsis tau muaj 18

xyoo  18-23

24-44

45-54

55-69

70+

**\* 37. Haiv neeg twg qhia thwj tshaj txog koj? (Thov xaiv ib qho)**

Haiv neeg Khab

Haiv neeg Axias / Haiv  
neeg Axias nyob hauv  
Hiav Txwv

Haiv neeg

Dub  Haiv

neeg Mev

Haiv neeg  
Meskas Dawb

Muaj ntau  
tshaj ob haiv neeg/ Lwm yam (thov sau qhia)

**\* 38. Koj puas hais tias koj yog ib**

tus neeg nyob rau pab pawg LGBTQ+?

- Yog
- Tsis yog

**\* 39. Koj yog poj niam los txiv neej?**

- Txiv Neej
- Poj Niam
- Tsis xav

teb

Lwm yam (thov sau qhia)

**\* 40. Muaj puas tsawg  
leej tab tom nyob  
hauv koj tsev?**

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8 los tshaj

**\* 41. Koj cov nyiaj tau los  
kwv yees tua ntau  
npaum cas?**

- under \$15,000 tsawg tshaj
- \$15,000
- \$15,001-\$25,000
- \$25,001-
- \$35,000
- \$35,001-\$45,000

\$45,001-

\$55,000

\$55,001-\$65,000

\$65,001-

\$75,000

over \$75,000 tshaj \$75,000

**\* 42. Koj kawm ntawv tas txog qib dabtsi?**

Kev Pab los ntawm Fresno EOC

\* 43. Koj puas tau kev pab los ntawm Fresno EOC tam sim no?

- Tau
- Tsis
- tau

**\* 44. Qhia seb koj paub txog cov kev pab cuam los ntawm Fresno EOC zoo npaum li cas.**

Muaj leej twg hauv

	Kuv tsis tau hnov txog txoj kev pab cuam no dua	Kuv paub txog txoj kev pab cuam no	Kuv tau siv txoj kev pab cuam no dua lawm	tsev neeg tau siv txoj kev pab cuam no
Access Plus Capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adolescent Family Life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance Peace Program (AFLP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
California Personal Responsibility Education Program (CAPREP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central Valley Against Human Trafficking (CVAHT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Health Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental Program (Kev Pab Cuam Kho Hniav)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Early Head Start	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food Distributions (Kev Faib Tawm Zauv Mov)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food Services/Catering (Kev)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster Grandparent Program (Kev Pab Cuam rau cov Pog/Yawg ua Niam qhuav/Txiv Qhuav)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Head Start	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LGBTQ+ Resource Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Conservation Corps (LCC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low-Income Home Energy Assistance Program (LIHEAP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permanent Housing (Tsev Nob Ruaj Khov)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe Place Qhov Chaw Nyab Xeeb	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sanctuary Outreach to the Streets (SOS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Kuv tsis tau hnov txog txoj kev pab cuam no dua	Kuv paub txog txoj kev pab cuam no	Kuv tau siv txoj kev pab cuam no dua lawm	Muaj leej twg hauv tsev neeg tau siv txoj kev pab cuam no
Sanctuary Youth Shelter (Tsev Nyab Xeeb Rau Neeg Hluas)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School Age Child Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School of Unlimited Learning (SOUL)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(Kev Zov Menyuam mus Kawm Ntawv)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street Saints				
Tobacco Education Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and Employment Services (Kev Pab Kawm)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transit Systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
thiab Nhriav Haujlwm)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transitional Living Centers (TLC)				
Valley Apprenticeship Connections (VAC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weatherization (Kev Pab Kho)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Women, Infants and Children (WIC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tsev Tiv Thaiv Qub Thiab Sov)				
YouthBuild Charter School of Central California	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**\* 45. Koj xav li cas txog Fresno EOC?**

- Kev xav tsis zoo qiaq li     
 Kev xav tsis zoo     
 Tsis zoo tsis phem     
 Kev xav zoo     
 Xav zoo heev

**\* 46. Peb lub zeem muag rau cov neeg peb tau pab yog " Neeg muaj hwj chim ua neej kom noj qab haus huv, pab tau-nws tus kheej thiab ua neeg pab txhawb nqa rau peb lub zej zog." Peb**

**ua raws peb lub zeem muag zoo bnpaum cas?**

Tsis  
zoo  
qiag li

Tsis zoo

Tsis zoo

Tsi  
Phem

Zoo

Zoo  
Heev

**\* 47. Koj xav txog Fresno EOC li cas nyob rau cov kev pab no?**

Yuav Tsum Ua

Kev Pab Neeg  
Tuaj Thov rau Kev Pab

Kom Zoo Dua

Ua tau Zoo

Tsis Muaj

Kev Mus

Thov Tau Kev

Pab

Kev Mus Thov  
Tau Hom Lus Txawv

Kev Zov Menyuum

Tsev Nyob

Kev Nhriav

Haujlwm

Noj Qab Huas Huv  
(khomob/kho  
hniav)

Kev Kawm Ntsig Txog Kev  
Siv Deev Thiab Lub Cev

Kev Pab Neeg Xiam

Hlwb

Kev Pab Cuam rau

Cov Neeg Hluas

Faim Faj

Kev Kawm Ntawv

Kev Thauj Neeg

Zauv Mov/Zauv

Mov Txhawb lub

Cev

Kev Txuag

Kev Txhawb LGBTQ

Lag Luam Me

Pej Xeem Neeg Laus

Kev Pab Ua

Ntaub Ntawv Xeem Xaj

Tus Neeg Tuav Ntaub  
Ntawv Qhia Haujlwm

Kev Pab rau Ib Tus

Neeg Raug Tsim

Txom

Kev Cuam

Tshuam Kev Ua

Laib

Yuav Tsum Ua

Kev

Cuam Tsuam Kev Quav

Yeeb Quav

Kom Zoo Dua

Ua tau Zoo

Tsis Muaj

Kev Txhawb

Nqa Niam Txiv

Kev Pab Cuam rau Tsis

Muaj Tsev Nyob

Thov pab qhia tswv yim txog cov hauv kev los pab peb kho kom zoo lossis peb ua tau zoo li cas lawm.

**\* 48. Kov xav tias 5 yam teeb meem ua tsis tau hais zoo txaus nyob rau peb lub zej zog yog dabtsi?**

lub Hlwb qhia zoo

- |  |  |
|--|--|
| <input type="checkbox"/> Kev Ua Laib               | <input type="checkbox"/> Menyuum                 |
| <input type="checkbox"/> Yeeb Tshuaj/              | <input type="checkbox"/> Loom Qub Tub            |
| <input type="checkbox"/> Cawv Kev Ua               | <input type="checkbox"/> Rog                     |
| <input type="checkbox"/> Yuam Cai                  | <input type="checkbox"/> Tsis Muaj Tsev Nyob     |
| <input type="checkbox"/> Kev Sib Ntaus             | <input type="checkbox"/> Nyiag Thiab             |
| <input type="checkbox"/> Hauv Tsev                 | <input type="checkbox"/> Muag Neeg               |
| <input type="checkbox"/> Kev Ntaus                 | <input type="checkbox"/> Tsis                    |
| <input type="checkbox"/> Menyuum / Ntaus Neeg Laus | <input type="checkbox"/> Muaj Dej Txuas/ Dej Zoo |
| <input type="checkbox"/> Tub Ceev Xwm              | <input type="checkbox"/> Kev txais               |
| <input type="checkbox"/> Tsim Txom Neeg            | <input type="checkbox"/> tau Kev Zov             |
| <input type="checkbox"/> Zej Zog ua                | <input type="checkbox"/> Menyuum Zoo             |
| <input type="checkbox"/> Nyab Xeeb Rau Kev         | <input type="checkbox"/> Kev Txais               |
| <input type="checkbox"/> Ntxub Lwm Haiv            | <input type="checkbox"/> tau Kev Kawm Ntawv      |
| <input type="checkbox"/> Neeg                      | <input type="checkbox"/> Zoo                     |
| <input type="checkbox"/> Hawv ua Phem/ Hauv        | <input type="checkbox"/> Kev Kho                 |
| <input type="checkbox"/> Ua Phem hauv Vassab       | <input type="checkbox"/> Mob/ Kho Hniav Zoo      |
| <input type="checkbox"/> Xeem Xaj                  | <input type="checkbox"/> Kev Txhawb Kom          |

Tsis	H	<input type="checkbox"/> v Thauj
Muaj	e	<input type="checkbox"/> Zauv Mov
Haujl	e	<input type="checkbox"/> Riam/Pho
wm	v	<input type="checkbox"/> m Pa Zoo
Kev	K	<input type="checkbox"/> Kev
Rog	e	<input type="checkbox"/> Saib Xyuas Tsiaj / Tsev
		<input type="checkbox"/> PabTsiaj

Lwm Yam/ Lus Ntxiv

**49. Koj puas xav rau npe txais peb cov ntawv xov xwm? (tsuas muaj lus askiv nyob rau lub caij no)**

tsis muaj

yog lawm (thov muab koj chaw xa ntawv hauv vassab/ email)

## Appendix H: Survey Tool Staff

\* 1. Our vision for those we serve is "Empowered individuals who thrive as healthy, self-sufficient and contributing members of our communities."

Very Poorly

Poorly

Okay

Well

Very Well

How well are we fulfilling  
our vision?

How could we improve?

\* 2. Fresno EOC has the following Strategic Goals: Health and Wellness, Emotional Stability, Education, Youth Empowerment Services (YES), Inclusion, and Careers. Should we change/add to/delete from these goals?

No, keep the same goals

Yes, we should change:

\* 3. How do you feel we are doing in the following areas?

	Very Poorly	Poorly	Ok	Well	Very Well
Client Service	<input type="checkbox"/>				
Program Access	<input type="checkbox"/>				
Language Access	<input type="checkbox"/>				
Housing	<input type="checkbox"/>				
Childcare	<input type="checkbox"/>				
Employment	<input type="checkbox"/>				
Health (medical/dental)	<input type="checkbox"/>				
Mental Health	<input type="checkbox"/>				
Sex Education	<input type="checkbox"/>				
Youth Services	<input type="checkbox"/>				
Utilities/Energy	<input type="checkbox"/>				
Transportation	<input type="checkbox"/>				
Education	<input type="checkbox"/>				
Food/Nutrition	<input type="checkbox"/>				
Conservation	<input type="checkbox"/>				
Small Business	<input type="checkbox"/>				
LGBTQ+ Support	<input type="checkbox"/>				
Aging Population	<input type="checkbox"/>				
Immigration Assistance	<input type="checkbox"/>				
Victim Advocacy	<input type="checkbox"/>				
Case Management	<input type="checkbox"/>				
Gang Intervention	<input type="checkbox"/>				
Substance Abuse	<input type="checkbox"/>				
Intervention	<input type="checkbox"/>				
Parenting Support	<input type="checkbox"/>				
Homeless Services	<input type="checkbox"/>				

\* 4. Which of the following areas do you feel we should focus more on? (Please select 3 choices.)

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Client Service          | <input type="checkbox"/> Youth Services   | <input type="checkbox"/> Immigration Assistance       |
| <input type="checkbox"/> Program Access          | <input type="checkbox"/> Utilities/Energy | <input type="checkbox"/> Victim Advocacy              |
| <input type="checkbox"/> Language Access         | <input type="checkbox"/> Transportation   | <input type="checkbox"/> Case Management              |
| <input type="checkbox"/> Housing                 | <input type="checkbox"/> Education        | <input type="checkbox"/> Gang Intervention            |
| <input type="checkbox"/> Childcare               | <input type="checkbox"/> Food/Nutrition   | <input type="checkbox"/> Substance Abuse Intervention |
| <input type="checkbox"/> Employment              | <input type="checkbox"/> Conservation     | <input type="checkbox"/> Parenting Support            |
| <input type="checkbox"/> Health (medical/dental) | <input type="checkbox"/> Small Business   | <input type="checkbox"/> Homeless Services            |
| <input type="checkbox"/> Mental Health           | <input type="checkbox"/> LGBTQ+ Support   |   |
| <input type="checkbox"/> Sex Education           | <input type="checkbox"/> Aging Population |   |
| <input type="checkbox"/> Other (please specify)  |   |   |

\* 5. Which of the following areas do you feel there is less need to focus in? (Please select 3 choices.)

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Client Service          | <input type="checkbox"/> Youth Services   | <input type="checkbox"/> Immigration Assistance       |
| <input type="checkbox"/> Program Access          | <input type="checkbox"/> Utilities/Energy | <input type="checkbox"/> Victim Advocacy              |
| <input type="checkbox"/> Language Access         | <input type="checkbox"/> Transportation   | <input type="checkbox"/> Case Management              |
| <input type="checkbox"/> Housing                 | <input type="checkbox"/> Education        | <input type="checkbox"/> Gang Intervention            |
| <input type="checkbox"/> Childcare               | <input type="checkbox"/> Food/Nutrition   | <input type="checkbox"/> Substance Abuse Intervention |
| <input type="checkbox"/> Employment              | <input type="checkbox"/> Conservation     | <input type="checkbox"/> Parenting Support            |
| <input type="checkbox"/> Health (medical/dental) | <input type="checkbox"/> Small Business   | <input type="checkbox"/> Homeless Services            |
| <input type="checkbox"/> Mental Health           | <input type="checkbox"/> LGBTQ+ Support   |   |
| <input type="checkbox"/> Sex Education           | <input type="checkbox"/> Aging Population |   |
| <input type="checkbox"/> Other (please specify)  |   |   |

\* 6. What do you feel are the top 5 issues not being adequately addressed in our community?  
(Please select 5 choices.)

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Gangs                     | <input type="checkbox"/> Immigration                      | <input type="checkbox"/> Mental Wellness                 |
| <input type="checkbox"/> Drugs/Alcohol             | <input type="checkbox"/> Foster Care                      | <input type="checkbox"/> Unemployment                    |
| <input type="checkbox"/> Crime                     | <input type="checkbox"/> Veterans                         | <input type="checkbox"/> Obesity                         |
| <input type="checkbox"/> Domestic Violence         | <input type="checkbox"/> Homelessness                     | <input type="checkbox"/> Transportation                  |
| <input type="checkbox"/> Child Abuse / Elder Abuse | <input type="checkbox"/> Human Trafficking                | <input type="checkbox"/> Food                            |
| <input type="checkbox"/> Police Violence           | <input type="checkbox"/> Lack of Water / Quality of Water | <input type="checkbox"/> Weapons                         |
| <input type="checkbox"/> Community Safety          | <input type="checkbox"/> Access to Quality Child Care     | <input type="checkbox"/> Air Quality                     |
| <input type="checkbox"/> Racism                    | <input type="checkbox"/> Access to Quality Education      | <input type="checkbox"/> Animal Welfare / Animal Control |
| <input type="checkbox"/> Bullying / Cyber Bullying | <input type="checkbox"/> Quality Medical / Dental Care    |  |
| <input type="checkbox"/> Other (please specify)    |   |  |

7. What do you think we could do to better serve our community?

\* 8. Employee Satisfaction Questions - Please rate the following statements.

	No, not at all	No	Sometimes	Yes	Yes, almost all the time
Fresno EOC employees willingly accept change.	<input type="checkbox"/>				
Fresno EOC employees are willing to take on new tasks as needed.	<input type="checkbox"/>				
Fresno EOC employees will take the initiative to help other employees when the need arises.	<input type="checkbox"/>				
Fresno EOC employees proactively identify future challenges and opportunities.	<input type="checkbox"/>				
Fresno EOC employees always keep going when the going gets tough.	<input type="checkbox"/>				
Fresno EOC employees adapt quickly to difficult situations.	<input type="checkbox"/>				
When at work, I am completely focused on my job duties.	<input type="checkbox"/>				
When at work, I am determined to give my best effort each day.	<input type="checkbox"/>				
I am often so involved in my work that the day goes by very quickly.	<input type="checkbox"/>				
I get excited about going to work.	<input type="checkbox"/>				
I feel completely involved in my work.	<input type="checkbox"/>				
I am inspired to give my best at work each day.	<input type="checkbox"/>				

\* 9. How many years of service do you have with Fresno EOC?

- less than 2 years
- more than 2 years and less than 5 years
- more than 5 years and less than 10 years
- more than 10 years and less than 20 years
- more than 20 years

\* 10. Gender:

- Male
- Female
- Decline to State
- Other (please specify)

\* 11. Which race/ethnicity best describes you?

- American Indian or Alaskan Native
- Asian / Pacific Islander
- Black or African American
- Hispanic / Latino
- White / Caucasian
- Decline to State
- Multiple ethnicity / Other (please specify)

\* 12. Do you identify as LGBTQ+?

- Yes
- No
- Decline to St