2024/2025
Community Needs Assessment and Community Action Plan

California Department of Community Services and Development

Community Services Block Grant

Contents

Introduction

The Department of Community Services and Development (CSD) has developed the 2024/2025 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) Service Providers network. Each agency must submit a completed CAP, including a CNA to CSD on or before **June 30, 2023**. Changes from the previous template are detailed below in the "What's New for 2024/2025?" section. Provide all narrative responses in 12-point Arial font with 1.15 spacing. When the CNA and CAP are complete, they should not exceed 65 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 complying.

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 2024/2025?

Community Action Plan Workgroup (CAPWG). In summer 2022, CSD organized a workgroup to inform the development of the 2024/2025 CNA and CAP. Workgroup members were selected from the CSBG Service Provider network and the ROMA Coalition. The feedback CSD received from the workgroup has informed not only the 2024/2025 template but also the accompanying CAP training scheduled for mid-December 2022.

Public Hearings – Additional Guidance. The public hearing requirement has been modified. Two years ago, we were in an active pandemic due to the COVID-19 virus. The public health guidelines throughout the state advised communities against large gatherings. CSD advised agencies to follow public health protocols and hold public meeting virtually if an in-person meeting was not an option. For the public hearing on the 2024/2025 draft CAP, CSD requests that agencies conduct in-person, virtual, or hybrid public hearings. While transmission rates of COVID-19 remain high in many communities, agencies are requested to follow their local public health guidelines when deciding in which format to conduct the public hearing. For more information, please see the Public Hearing section of this template.

CNA Helpful Resources. The Helpful Resources section in Part I: Community Needs Assessment contains additional data sets and resources. On recommendation of the CAPWG, CSD has added data sets from the Massachusetts Institute of Technology, the University of Wisconsin, and a point-in-time data set from the U.S. Department of Housing and Urban Development. We have also added links to the Local Agencies Portal where you can find examples of completed Community Needs Assessments and project timelines from the CSBG Service Providers network.

Part II: Community Action Plan. The number of questions in the Tripartite Board of Directors, Service Delivery System, Linkages and Funding Coordination, and Monitoring sections has changed. Questions were removed because it was determined that agencies meet these reporting requirements through other CSBG work products such as monitoring and Organizational Standards. In the Service Delivery System and Linkages and Funding Coordination sections, new questions were added. These questions will be covered during the template training webinar.

Sunset of COVID-19 Flexibilities. In the 2022/2023 template, CSD allowed agencies to indicate on selected questions whether there were changes to the response provided in the 2020-2021 CAP or whether agencies would like CSD to accept the 2020-2021 response without adaptions. This option was an effort to reduce administrative burden on agencies during the COVID-19 pandemic. While

CSD has retained some of the flexibilities developed in the previous template, the option for agencies to reference responses in their prior CAP has been discontinued.

Response and Community Awareness. This section replaces the "Additional Information" section in the previous template. For 2024/2025 CSD has included questions pertaining to Diversity, Equity, and Inclusion (DEI). The questions about disaster preparedness have been retained from the previous template. While none of this information is directly mandated by statue, CSD is requesting the information to gauge where the CSBG Service Provider network is as a whole on these topics. Responses to the questions in this section are mandatory.

ROMA Certification Requirement. Under section 676(b)(12) of the CSBG Act, CSD and all CSBG agencies are required to assure that we will participate in a Results Oriented Management and Accountability System "not later than fiscal year 2001." CSD and the CSBG Service Providers have fulfilled this requirement through various approaches. With respect to the ROMA certification of the network CAPs (Organizational Standard 4.3), CSD has allowed agencies to submit their CAP without the signature of a ROMA trainer or implementer if the agency did not have a ROMA trainer or implementer on staff. CSD staff who had the requisite training would certify those CAPs on behalf of the agencies. This process will still be in place for the 2024/2025 template. However, for the 2026/2027 template, CSD will require that CSBG Service Providers provide their own ROMA certification either by staff who have the required ROMA training or in partnership with another agency or organization. CSBG Service Providers should begin formulating a plan to fulfill this requirement.

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, Evaluation, and ROMA Application**
☐ **Response and Community Awareness**
☐ **Federal CSBG Programmatic Assurances and Certification**
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☐ **Organizational Standards**
☐ **Appendices**

COMMUNITY SERVICES BLOCK GRANT (CSBG)
2024/2025 Community Needs Assessment and Community Action Plan
Cover Page and Certification

Agency Name	Fresno Economic Opportunities Commission
Name of CAP Contact	Kevin Williams
Title	Director of Equity and Impact
Phone	
Email	Kevin.Williams@fresnoeoc.org

CNA Completed MM/DD/YYYY: 08/24/2022
(Organizational Standard 3.1)

Board and Agency Certification

The undersigned hereby certifies that this agency complies with the Federal CSBG Programmatic, and State Assurances as outlined in the CSBG Act and California Government Code, respectively for services provided under the Federal Fiscal Year 2024/2025 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)

Linda Hayes		
Board Chair (printed name)	**Board Chair (signature)**	**Date**
Emilia Reyes		
Executive Director (printed name)	**Executive Director (signature)**	**Date**

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

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

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

CSD Use Only

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

Public Hearing(s)

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

State Statute Requirements

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

Guidelines

Notice of Public Hearing

1. Notice of the public 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, 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 public 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 public hearing. The draft CAP can be posted on the agency's website, 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) will be held in the designated CSBG 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.

Additional Guidance

COVID-19 poses unique challenges to fulfilling the public hearing requirement. CSD asks that agencies continue to adhere to state and local 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. Therefore, for the purposes of fulfilling the public hearing requirement on the draft CAP, agencies may conduct the public hearing in-person, remotely, or using a hybrid model (in-person and remotely) based on the public health protocols in place in their communities.

Public Hearing Report

Date(s) of Public Hearing(s)	June 14, 2023
Location(s) of Public Hearing(s)	
Dates of the Comment Period(s)	May 15, 2023 – June 14, 2023
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	
Date the Notice(s) of Public Hearing(s) was published	May 31, 2023
Number of Attendees at the Public Hearing(s) (Approximately)	

Part I: Community Needs Assessment

CSBG Act Section 676(b)(11)
California Government Code Section 12747(a)

Helpful Resources

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

The National Community Action Partnership has an [Assessment Tool](#) designed specifically for the community needs assessment process. Here you can select from a variety of county-specific data sets.

Examples of Community Needs Assessments and project timelines from agencies within the California CSBG Providers network can be found on the [Local Agencies Portal](#) under the CSBG – Resources tab. If you do not have an account or have not received CSD login credentials, please email CSD at ExternalAccess@csd.ca.gov.

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.

Sample Data Sets			
U.S. Census Bureau Poverty Data	**U.S. Bureau of Labor Statistics** Economic Data	**U.S. Department of Housing and Urban Development** Housing Data & Report	
HUD Exchange PIT and HIC Data Since 2007	**National Low-Income Housing Coalition** Housing Needs by State	**National Center for Education Statistics** IPEDS	
Massachusetts Institute of Technology Living Wage Calculator		**University of Wisconsin Robert Wood Johnson Foundation** County Health Rankings	
California Department of Education School Data via DataQuest	**California Employment Development Department** UI Data by County	**California Department of Public Health** Various Data Sets	
California Department of Finance Demographics	**California Attorney General** Open Justice	**California Governor's Office** Covid-19 Data	**California Health and Human Services** Data Portal
CSD Census Tableau Data by County		**Population Reference Bureau** KidsData	

Community Needs Assessment Narrative

CSBG Act Sections 676(b)(3)(C), 676(b)(9)
Organizational Standards 1.1, 1.2, 1.3, 2.2, 3.2, 3.3, 3.4

> 1. 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)

Numerous primary and secondary data sources were used to describe the demographics of the service area and the physical, social, and economic well-being of low-income families. Sources of data included population datasets such as the U.S. Census Bureau, the CARES Community Engagement Network website, California Education Agency the Kids Count Data Center, California Department of Health and Human Services, Healthy People 2020, Healthy Fresno County, the FBI Uniform Crime Reports, the California Department of Finance, KidsData.org, and the County Health Ranking reports. In addition, the assessment includes information garnered from other secondary sources such as community health and needs assessments published by other agencies in the service area.

Internal data included information necessary to create a profile of children and families, services received, and services for children with disabilities.

The community assessment includes the following information:
• *Overview of the Service Area.* An overview of the service area including the economy and trends in the community, children, and families.
• *A Complete Analysis of the Community-Wide Conditions.* An internal and external analysis of quantitative and qualitative data in order to address verified urgent and local needs.
• *A Description and Analysis of the Needs of Low-Income Families in the Service Area.* The agency staff worked with the Heartland demographer and research team to discover the needs of low-income individuals using a variety of sources.
• *A Description of the Eligible Population.* A profile of the service area's eligible families based on authoritative information sources, including the number of eligible infants, toddlers, preschool age children, and expectant mothers, along with their geographic location, race, ethnicity, and spoken languages.

• *Special Populations.* An analysis of children experiencing homelessness in collaboration with, to the extent possible, McKinney-Vento Local Educational Agency Liaisons and an estimate of the number of children in foster care.

• *Early Childhood Education Programs.* A review of other child development, childcare centers, and family childcare programs that serve eligible children, including home visiting, publicly funded state and local preschools, and the approximate number of eligible children served.

• *Children with Disabilities.* A description of the number of children with disabilities, including the types of disabilities and relevant services and resources provided to these children by community agencies such as IDEA Part C and B providers.

• *Employment, Education, Housing, Health, Nutrition, Transportation, Asset Development, and Social Service Needs.* A description of the needs of low-income families and children including prevalent social or economic factors that impact their well-being.

• *Parent Needs.* Typical work, school, and training schedules of parents with eligible children.

• *Community Resources, Assets, and Strengths.* A review of community resources available to Head Start eligible families in the service area and low-income individuals.

• *Barriers to Services.* Barriers to services identified through an analysis of data and alignment to the needs of families, the community, and agency needs/resources.

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

Fresno County is in central California, one of the richest agricultural places in the United States. The area includes California's San Joaquin Valley which contributes to Fresno's designation as the top agribusiness county in the nation. Covering about 6,000 square miles, it is the sixth largest county in the California. Fresno County has 15 incorporated cities: Clovis, Coalinga, Firebaugh, Fowler, Fresno, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, Sanger, San Joaquin, and Selma. In addition, there are 25 small, unincorporated communities; among these are: Auberry, Biola, Cantua Creek, Caruthers, Del Rey, Highway City, Laton, Pinedale, and Riverdale. Fresno County is home to 1,064,184 with Fresno City being the most populous area (990,204) and the highest population density.

As an agricultural center of the nation, Fresno County is also home to a large population of migrant workers and families. There are estimated to be 113,821 migrants and their families living in the

County. Most migrants are Hispanic (77%), but there are other migrant groups as well. The Hispanic/Latino population represents the largest ethnic group in the county and several towns and cities have a composition in which Hispanic/Latino is the majority ethnically, although they may identify under several different racial categories.

There are over 76,000 children under five that live in Fresno County. The service area population is changing with the most urban areas experiencing population growth. For example, in the last decade the population in Clovis grew by 22%, compared to 14% in Mendota, and 8% growth in Fresno city and county. The more rural areas experienced a population decline. For example, Biola's population decreased by 2%, compared to a decrease of almost 8% in Huron. The race and ethnicity of the population is also changing, becoming slightly more diverse over time. There are enclaves of southeast Asian's located in Fresno communities and concentrations of Hispanic/Latinos throughout the county. The child population is comprised of more Hispanic/Latino's than any other group. The significance of the large migrant population previously mentioned is revealed in that many children have at least one immigrant parent and 26% of all households are headed by an immigrant. This results in a high degree of linguistic isolation. For example, there are over 400,000 families that are headed by someone that speaks a language other than English, of which 166,000 speak English "less than very well"10. The large immigrant population is also connected to high rates of poverty as the jobs available for immigrants do not pay enough to lift individuals and families out of poverty. Another significant population trend is a decline in births that has occurred since 2010 which should be taken into consideration when planning for early childhood program slots.

Family structure is important for Fresno EOC to consider. For example, family structure can play a role in the mental health, physical well-being, and longevity of children, adolescents and adults. The data indicates that there are a significant percent of children living in single-female headed households throughout the county, totaling 12% of all children under five years. Additionally, more than 12,000 children live with their grandparents.

The Fresno County unemployment rate has been slowly decreasing since the onset of the COVID-19 pandemic, like trends for both the State of California and for the United States. For example, unemployment has decreased by almost 10% for the county. However, despite significant improvement from the pandemic unemployment crisis, rates of unemployment remain high in Biola,

Mendota, Reedley, Huron, and Orange Cove. This indicates that rates of poverty are likely to remain high despite efforts to improve the economy. Employment rates are typically lower for families with young children. However, the need for two incomes to meet the range of family needs is exacerbated in the service area due to income disparities, income inequities, and the family status of low-income children, who are more likely to live in single-parent headed families. The employment characteristics of families in Fresno County show there is a significant portion of families in each community that are not working. Additionally, Huron and Biola have a higher percentage of children under six years that live in a family where no parent is working.

In terms of income, Black families have the lowest average income ($39,621), a significant disparity from White families ($70,763), Asian families ($68,274) and Hispanic families ($47,141).

3. 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
☒ Academic data resources
☐ Other online data resources
☐ Other

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

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

Agency Data Sets
☒Client demographics
☒Service data
☐CSBG Annual Report
☐Client satisfaction data
☐Other

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

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4. If you selected "Other" in any of the data sets in Question 3, list the additional sources.

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5. 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**

6. If you selected "Other" in Question 5, please list the additional approaches your agency took to gather qualitative data.

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

The purpose of the community-wide strategic planning and needs assessment is collect quantitative and qualitative data, providing a current snapshot of the well-being of families and children in the Fresno Economic Opportunities Commission service area. This document is prepared in accordance with 45 CFR 1302.11, and serves as an overall assessment of local social and economic conditions as they relate to the needs, priorities, and lives of low-income individuals and families. It provides information compiled from various local, regional, national, state, and authoritative sources for the service area. Throughout the community assessment process, the staff, board, and policy council worked collaboratively to determine the information to collect, methods for collecting data, the participants for each data collection method, the anticipated process timelines, and the data sources for each indicator in the community assessment. The community assessment was prepared by Heartland Solutions, a Colorado consulting firm.

Numerous primary and secondary data sources were used to describe the demographics of the service area and the physical, social, and economic well-being of low-income families. Sources of data included population datasets such as the U.S. Census Bureau, the CARES Community Engagement Network website, California Education Agency the Kids Count Data Center, California Department of Health and Human Services, Healthy People 2020, Healthy Fresno County, the FBI Uniform Crime Reports, the California Department of Finance, KidsData.org, and the County Health Ranking reports. In addition, the assessment includes information garnered from other secondary sources such as community health and needs assessments published by other agencies in the service area.

Internal data included information necessary to create a profile of children and families, services received, and services for children with disabilities. These sources included the Head Start/Early Head Start Program Information Report for Fresno EOC. The following table details the purposes of 1-year, 3-year and five-year data for the US Census American Community Survey (ACS).

Initial data analysis was completed by Heartland Solutions and the Fresno EOC management team. Conclusions and recommendations were formulated from these reviews and were considered by the Fresno EOC board and the Head Start policy council. These conclusions and recommendations will form the basis for planning and guide the agency vision for the next several years.

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 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 postpartum, 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.

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.

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, anticrime/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. 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 2022

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 2022 Point-in-Time Count, an annual count of Fresno County's sheltered and unsheltered homeless individuals and families, found 4,216 people were homeless, with 2,338 of those being unsheltered. This represents a 15.8% increase since 2020. The study by the Fresno-Madera Continuum of Care (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.

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-overyear 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 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 2022. These statistics indicate a need for crime prevention services in Fresno. The 2022 Fresno County Community Needs Health Assessment conducted by Saint Agnes Medical Center found that communities in order to address significant health needs, support should be provided to address poor air quality/pollution, homelessness, food insecurity, safety/neighborhood crim, lack of affordable housing, limited access to medical care, and lack of transportation throughout Fresno County. 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.

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 4th 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.

9. "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)

In Fresno County there are community barriers to accessing health services and an inadequate service system has resulted in disparities in health for adults and children, including maternal and child health, particularly for diverse and low-income populations.

Fresno ranks poorly on health outcomes such as the percent of adults with poor or fair health, and adults report an increased number of poor mental health days when compared to rates for California. The data also shows individuals' inadequate access to physical, oral, and mental health services. These conditions are important predictors of children's health because children are completely dependent on the adults in their lives and when adult health suffers, so does family resources.

Additional information from key stakeholders notes systemic barriers in accessing health services such as difficulty navigating formal systems of health care, lack of bilingual/bicultural providers, lack of trained clinicians for young children, and limited English proficiency that impacts parents' knowledge of available resources. The data from parents and public health surveillance systems for Fresno County is further illustrated in Head Start program statistics. For example, in 2021, thirty-three percent of Head Start children needed dental treatment due to caries and within the program and 34% of Head Start children were overweight or obese. The data translates into adult problems as well. For example, Fresno County adults also have higher rates of obesity than their peers across California and have poorer health outcomes. An analysis of family needs indicated that 42% of program families needed assistance obtaining health care and 59% reported they needed assistance obtaining dental care.

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. Fresno County experiences a higher level of poverty in comparison to poverty levels across the state and the San Joaquin Valley Region. 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. 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 2021 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 socioeconomic 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.

10. "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)

Poverty contributes to early death, increased rates of disease, and poor health. As income inequality increases, life expectancy differences also increase. According to a recent study, low-income Americans have higher rates of physical limitations, heart disease, diabetes, stroke, and other chronic conditions, compared to high-income Americans.26 Wealth supports educational attainment, housing stability, and financial security.27 The impacts of poverty on young children are particularly harmful. According to the National Academy of Sciences, a wide body of evidence indicates that a child growing up in a family whose income is below the poverty line experiences worse outcomes than a child from a wealthier family in virtually every dimension, from physical and mental health to educational attainment and labor market success, to risky behaviors and delinquency.

Within Fresno County there are 5,837 families living in extreme or deep poverty (under 50% of the federal poverty threshold (FPL)). According to Kidsdata.org, 11.5% of children live in a family with an income below 50% of the FPL. There are also 20,321 families living just above poverty (under 125% of the FPL), meaning they are at risk of falling into poverty. These families are often considered the working poor. Since the last community needs assessment, there has been a decrease in both families living under 50% of the FPL and under 125% of the FPL.

A racial disparity in the poverty rate persists within Fresno's communities. Of the total black/African American population, 31% are living in poverty which is significantly higher than the poverty rate for California (19.6%) and the United States (22%). This makes black/African American's overrepresented among the population in poverty. A significant percentage of the Hispanic/Latino population also live in poverty at 26% compared to 18% for the United States. A total of 20% of the white population lives in poverty, which is almost double California's state average of 11% which is the same as the national average of whites in poverty.

According to the Children's Defense Fund, black/African American and Hispanic/Latino children continue to suffer disproportionately from poverty, with the youngest children most at-risk of being poor.35 Service area poverty trends reflect the increased likelihood that children that are members of minority groups are more likely to live in poverty.

The rate of food insecurity in Fresno County is 14% compared to a rate of 11% for California and 13% for the nation. Feeding America reports the national average meal costs $3.13. Due to the cost of living and the price of food the average meal cost is $3.32 per meal in Fresno County. It is estimated

that more than 142,780 individuals are food insecure in Fresno County and an additional 23% of children are food insecure, totaling 64,640 children.

Fresno County fares worse than the state in multiple areas related to Quality of Life; Health Factors, and Socioeconomic Factors. These include: poor or fair health, poor physical health days, poor mental health days, prevalence of adult smoking, prevalence of adult obesity, food environment, access to care dental and primary health care, degree of social integration, violent crime, and the prevalence of severe housing issues.

11. Describe your agency's approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 1.3)

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/), social media (www.facebook.com/fresnoeoc; www.twitter.com/fresnoeoc; www.youtube.com/fresnoeoc), and bi-weekly newsletter, "Poverty Fighters" (www.myfresnoeoc.org/sign-up-for-fresnoeoccommunity-newsletter/).

Community Needs Assessment Results

CSBG Act Section 676(b)(11)
California Government Code Section 12747(a)
State Plan 14.1a

Table 1: Needs Table

Complete the table below. Insert row(s) if additional space is needed.

Needs Identified	Level	Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Families are experiencing high rates of housing insecurity due to evictions, low housing market, increased rents and high energy bills.	Family	Y	Y	Y
Families experience significant lack of access to healthy foods, especially in rural areas	Family	Y	Y	Y
Communities experience a significant lack of access to health care – including physical, emotional, and mental health.	Community	Y	Y	Y
There are a lack of employment opportunities.	Family	Y	Y	Y
High levels of crimes, including theft, gun violence and hate crimes prevent residents from feeling safe in their communities.	Community	Y	Y	Y
Communities don't have adequate educational opportunities and supports, which lead to low high school graduation rates and low post-secondary education attendance.	Community	Y	Y	Y

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

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

Essential 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

List all needs identified as an agency priority in Table 1. Insert row(s) if additional space is needed.

Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category	Why is the need a priority?
Housing Insecurity	Sanctuary Housing Services provides permanent supportive housing for chronically homeless individuals and families, and bridge housing services for individuals and families that have an identified housing plan, but are in need of a safe and accessible place to wait until their housing plans can take place. Energy Services provides financial utility assistance through the LIHEAP and LIHWAP programs, home improvement services to increase home energy efficiency program, and free installation of Solar Panels	FNPI 4a-4z SRV 4i-4t	The 2022 Point-in-Time Count, an annual count of Fresno County's sheltered and unsheltered homeless individuals and families, found 4,216 people were homeless, with 2,338 of those being unsheltered. This represents a 15.8% increase since 2020. The study by the Fresno-Madera Continuum of Care (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.
Educational Achievement	Head Start 0 to 5 is a federally funded community-based program for income eligible pregnant women and children ages	FNPI 2a-2c.3, 2d.1-2h SRV 2a-2f, 2k, 2l-2q	In Fresno County, the rate of individuals without a high school diploma is far higher than found for the state of California or the nation. The rate of educational attainment in Huron,

	birth to five, inclusive of children with disabilities. Head Start provides comprehensive child development and family support services, including education, social, emotional, health, nutrition, family support, and disability services. Program options include individualized curriculum, parent engagement and family support, health safety, and nutrition education, and ongoing developmental assessment. SOUL (School of Unlimited Learning) Charter School provides a comprehensive learning experiences, particularly for those seeking an alternative to traditional educational settings. The program offers a standards-based curriculum with approved courses and offers Independent Study to students along with an array of social supporting		Mendota, and Orange Cove is most concerning due to the large percentage of the population that has not attained a high school diploma. Fresno County students fare poorly in math performance when compared to the state for grades 3-11. According to the data, whites are far more likely to meet or exceed grade level performance standards than Hispanic/ Latinos or African American/black children. A disparity is also present for disadvantaged children. According to the data, 16.3% of children that have a socioeconomic disadvantage meet grade-level math standards, compared to 35.7% of their non-socioeconomically disadvantaged peers

	including mental health counseling, case management, access to health services, family services and childcare services. Adolescent Family Life Program (AFLP) addresses the social, health, educational, and economic consequences of adolescent pregnancy by providing comprehensive case management services to pregnant and parenting teens and their children. AFLP emphasizes the promotion of Positive Youth Development (PYD), focusing on and building upon the adolescents' strengths and resources to ensure that they are able to stay enrolled in school.		
Employment Opportunities	Local Conservation Corps provides paid vocational training in landscaping, public lands conservation, recycling, solar installation, construction and healthcare. During	FNPI 1a-1h.3, 1z, 2f-2h, SRV 1a-1q, 2d-2i, 2p-2bb	As a result of the pandemic, job loss, and reductions in hours or layoffs, the nation's poverty rate increased about 25% from February to May 2020 with the rate for black/African Americans and Hispanic/Latinos increasing by 27% and 29%, respectively. As of

	this training, participants are also enrolled in academic programming towards the completion of a high school diploma or acquiring college credits. Workforce Connection Young Adult Program is designed to guide young adults 14-24 through the pathway of education, training, personal development and into a career. The program offers online tutoring, High school diploma equivalency assistance, education and career assessments, college or vocational training preparation assistance, entrepreneurial training, financial literacy workshops, leadership development and mentoring. Valley Apprenticeship Connections is a 12-week training program that trains		January 2022, poverty rates are generally decreasing. However, at the same time the costs of living are increasing. Over the prior 12 months, the consumer price index increased 6.0% up from 5.5% in 2021, the highest rate since 1982. Price gains were broad and included food, shelter, and electricity. Food rose 0.9%; electricity is up 4.2% and shelter is 0.3% higher. Inflation for the prior 12 months equaled 7.5%, the largest increase in 40 years, and follows a 7.0% rise for 2021. Wages have risen throughout the county but have not kept pace with inflation. Thus, even though poverty has been decreased, families may not be better off. Unemployment rates in the service area are higher than the state and national rates but are continuing to improve over time. Certain areas have the highest rates of unemployment such as Biola and Mendota which are also home to some of the most impoverished census tracts with diverse populations, notably Hispanic/Latino families – many of which are migrants or immigrants. There is also a racial disparity in income and a disparity in income between married-couples

	participants for jobs in construction. Certifications include First Aid and CPR, OSHA 10, Work Zone Safety/Traffic Control, Flagging, Hazardous Waste, Grade Checking, and Blueprint Reading.		and families headed by a single-female householder. Fresno county has the 57th highest cost of living in the state, however the median income is 45th highest. When the cost of living is calculated relative to the median income, the county ranks 27th out of 58th in the cost of living.
Health and Wellness	Community Health Center provides education, counseling and treatment services to men, women, and teens of reproductive age at risk for unintended pregnancy and sexually transmitted infections. We provide high standard, confidential, and comprehensive medical services to low-income, uninsured and underinsured adults and adolescents.

African American Coalition connected Fresno's Black Community with trusted, accurate relevant and timely public health information, particularly related to communicable diseases, particularly COVID-19. | FNPI 4a-4e, 4g, 5a-5h, 5z SRV 5a-5c, 5g, 5k-5o | Dental care is difficult to access due to a high ratio of low-income residents to dental care providers. Limited access is further exacerbated by dentists that are unwilling to accept public health insurance programs as payment for dental services.

Maternal and child health factors in Fresno County and the local communities show that pregnant and new mothers and children fare similarly or worse than the indicators for the State of California and the nation. There are also persistent racial disparities that undermine maternal and child health. |

	School-Based Sealant Program, in partnership with Fresno County Department of Public Health, coordinates dental sealant days at local area schools, conducts dental screenings, coordinate dental care and case management, and provides education to children related to dental health. The program also collaborates with many organization to link children to dental homes for preventative and restorative care. CA PREP provides free educational classes to inform and prevent unintended pregnancies and STI's. The program provides two curriculum for youth in family planning, increase community support, provide adulthood preparation subjects. Tobacco Education program educates the community about the dangers and increased risk of tobacco-related		

	diseases and smoke-free policies.		
Community Safety	LGBTQ+ Resource Center provides supportive services to enhance the health and well being of individuals of all ages in the LGBTQ+ Community. Services includes access to resources in a safe and inclusive environment, Virtual Peer Support Groups, Advocacy, Case Management and Housing Needs Assessment. Advance Peace is a public health and safety strategy program, serving the population affected by gun violence (active actors and likely victims). Services include life coaching, multiple daily touchpoints, Social Services Navigation, Career Path Programs, Elders Circles, and Intergenerational Mentoring. CVAHT (Central Valley Against Human Trafficking) provides awareness, training,	FNPI 1a-1z, 2c, 2c.3, 2d, 2d.3, 2e-2h, 4a, 4 b, 5b-5e, 6a-6a.3 SRV 1a-1q, 2d-q, 4a, 4i-4l, 4m-4p, 4q-4t, 5p, 5s-5v, 6b	High levels of crimes, including theft, human trafficking, gun violence and hate crimes prevent residents from feeling safe in their communities. Over the course of the past 20 years, more than 410 people in Fresno County reported to police that they were victims of hate crimes – people who were targets of almost 360 individual incidents of verbal or physical attacks based on their race, religion or sexual orientation or gender identity. More than three-quarters of the reported hate-driven crimes – 268 out of 355 incidents – over the two decades were reported in the city of Fresno, California's fifth largest city. The other 87 were scattered across the rest of the police agencies across Fresno County, including 41 in Clovis, 10 for the Fresno County Sheriff's Office, and 12 on college campuses at California State University, Fresno City College and Reedley College. Gun homicide in Fresno mainly affects areas populated by poor people and young men of color. Nationwide, Black men are 17 times more likely than other Americans to be

	technical assistance, advocacy and direct services about human trafficking and trafficking-related issues. CVAHT serves a six-county region including Merced, Madera, Fresno, Tulare, Kings and Kern Counties.		killed by a gunshot fired by someone else. Conversely, White men are six times more likely to die by suicide than other Americans. Data from the 2020 Fresno County Sheriff's Office Coroner Unit statistics (the most recent data available) show that of the 120 homicides in Fresno County, almost 90% were gun homicides and 83% involved African Americans and Hispanics. Almost 30% of gun homicides involved African Americans even though they are less than 5% of Fresno County's population.
Food Insecurity	Food Distributions, Home Delivery, Free Meals for Kids and WIC provide healthy and nutritious food to individuals experiencing food insecurity, including those that live in food deserts in rural areas, and those that are limited in their ability to acquire food due to financial constraints. WIC also provides nutrition education services to support the development of healthy eating habit and breastfeeding support that includes lactation	FNPI 5a, 5b, 5c, 5d, 5g, 5h, 5z SRV 5ff, 5gg, 5hh, 5ii, 5jj	The rate of food insecurity in Fresno County is 14% compared to a rate of 11% for California and 13% for the nation. Feeding America reports the national average meal costs $3.13. Due to the cost of living and the price of food the average meal cost is $3.32 per meal in Fresno County. It is estimated that more than 142,780 individuals are food insecure in Fresno County and an additional 23% of children are food insecure, totaling 64,640 children. Families and individuals with a low-income and low food access are those that live more than ½ mile from the nearest supermarket or grocery store. Data from the 2020 Food Access Research Atlas notes that 11.5% of Fresno's low-income population fall into

| | assistant, peer counselors, and breastfeeding education | | this category, totaling 49,776 individuals. This rate is slightly above the state rate of 10.3% of all residents71. The number of SNAP authorized food stores totals 9.2 per 10,000 residents which is above the rates for the state and nation which are 6.1 (per 10,000) for California and 7.4 (per 10,000) for the nation |

Agency Priorities: Rank your agency's planned programs, services and activities to address the needs identified in Table 1 as 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: List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported in CSBG Annual Report.

Why is this need a priority: Provide a brief explanation about why this need has been identified as a priority. Connect the need with the data. (CSBG Act Section 676(b)(3)(A))

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.
"A Strong Fresno County, where people have resources to shape their future free from poverty."

2. Provide your agency's Mission Statement.
"We Fight To End Poverty."

Tripartite Board of Directors

CSBG Act Sections 676B(a) and (b); 676(b)(10)
California Code of Regulations, Title 22, Division 11, Chapter 1, Section 100605

> 1. 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))

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.

Since the last community needs assessment, Fresno EOC has created an Equity and Impact Department to support equitable outcomes in programs and services. Each Board Member is also required to attend and Equity and Inclusion training as a part of their onboarding. Fresno EOC also have implemented policies and procedures

Service Delivery System

CSBG Act Section 676(b)(3)(A)
State Plan 14.3

> 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 14.3)

We are currently in the process of fully implementing a central intake system (CAP60) whereby clients will be assisted by a navigator in accessing and delivering services. In our continual pursuit to provide excellence in customer service and mobilize a coordinated entry system, we dedicated space to open a Navigation Assistance Center to launch Community Action Partnership 60 (CAP60). Fresno EOC selected CAP60 as the main database to capture CSBG data including centralizing client intake and maximizing referrals. Further, the Navigation Assistance Center was created to allow clients to come into one location and be able to apply for all the Fresno EOC services provided by the 30+ programs. Beginning in FY 2023, CAP60 will support data collection for Module 4: Individual and Family Level of the CSBG Annual Report. The process will simplify entrance into our programs, and significantly improve efficiency for and external referrals.

The majority of the agency's programs provide services directly to clients, using 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. Some programs, including that working with the homeless and/or undocumented population(s) 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.

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 support program administration (staff salaries/fringe benefits, necessary facilities improvements, and health plan subsidy and indirect costs at the approved rate), and to fund innovative programs and services to address identified community needs. The programs that will benefit from CSBG funding are: Advance Peace, Central Valley Against Human Trafficking (CVAHT), Foster Grandparents, LGBTQ+ Resource Center, Adolescent Family Life Program, Head Start 0-5, School of Unlimited Learning (SOUL), Youthbuild Charter High School, Local Conservation Corps, Summer Internship Program, Valley Apprenticeship Connections, Workforce Connection Young Adult Program, Energy Services, Food Distributions, Women, Infant and Children (WIC), Community Health Center, California Personal Responsibility Education Program (CA Prep), Dental Care for Kids, School-Based Sealant Program, Sanctuary and Support Services, and Transit Systems. Each of these programs is directly related to an identified area of community need: Housing Insecurity, Community Safety, Employment, Education, Food Insecurity, and Health and Wellness.

Linkages and Funding Coordination

CSBG Act Sections 676(b)(1)(B) and (C); (3)(B), (C) and (D); 676(b)(4), (5), (6), and (9)
California Government Code Sections 12747, 12760
Organizational Standards 2.1, 2.4
State Plan 9.3a, 9.3b, 9.4b, 9.6, 9.7, 14.1b, 14.1c, 14.3d, 14.4

> 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 14.1c, 9.6, 9.7)

The Equity and Impact Department works with program directors and staff to apply to foundation and government grants that closely align with program goals, including collaborative efforts with other service provides, community organizations, and governmental agencies in alignment with Fresno EOC's vision and mission. Over 98% of Fresno EOC's operating budget is funded through public and private origins, proving its ability to leverage non-CSBG 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.

Another example of this is the California Avenue Neighborhood (CAN) project is a partnership with the Fresno Housing Authority, to provide a wide range of services to meet the needs of the Southwest Fresno residents within the California Avenue Neighborhood. Fresno EOC also collaborated with Fresno Unified School System and others to provide Head Start preschool services.

> 2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding. (CSBG Act Section 676(b)(9), Organizational Standard 2.1; State Plan 14.1c, 9.6, 9.7)

With over 35 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.

Other 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 your agency ensures delivery of services to low-income individuals while avoiding duplication of services in the service area(s). (CSBG Act Section 676(b)(5), State Plan 9.3a, California Government Code 12760)

Fresno EOC is involved in several coalition and groups to ensure that there is not a duplication of service efforts. Such coalitions ensures its services target low-income, minority communities that are disproportionately impacted by poverty conditions. This is done through targeted outreach, locating concentrated areas of poverty throughout the county, and listening to the voices of those communities. One of Fresno EOC's values is being led by "community's voice and direction" and planning starts with the understanding that communities know best what they need to be self-sufficient and free from poverty.

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)

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 services when they are close and accessible. This is especially important for rural communities, where public transportation is extremely limited. 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 meet the needs of low-income populations. These representatives are engaged and understand the needs of their community. Additionally, Fresno EOC programs, such as Early Head Start, Head Start, hold regular meetings with its clients and community members to ensure services are consistently addressing their needs. Programs such SOUL (School of Unlimited Learning) Charter School and the Sanctuary and Support Services have Advisory Committees made up on community members and stakeholders that inform the projects and services that the program pursues.

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

Fresno EOC's leadership is always engaging at the federal, state and local level to identify partnerships funding opportunities, alignment in order to increase programmatic capacity. Each of these are related to Fresno EOC's focus areas and intended community outcomes. Board members and leadership seek out philanthropic and other funding opportunities. Fresno EOC also has a Community Impact Manager that engages community to identify opportunities for investment and changing need. This, along with the Community Needs Assessment and the focus areas of programs dictate what grants are identified and considered. 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 team seeks out and pursues grant opportunities, sponsorship, fundraising opportunities, and partnerships to increase programming and agency capacity.

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

Fresno EOC's contingency plan includes anticipating funding patterns and pursuing funding to address gaps. This includes project 5-year forecast projections, and monthly financial reports. The agency periodically evaluates budget plan and makes necessary adjustments.

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

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. 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.

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 14.1b)

Fresno has multiple methods of addressing the various needs of youth in low-income communities, including supporting their occupational, educational, mental and social development. Fresno EOC's Local Conservation Corps (LCC) 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.

Since 2019, Fresno EOC has operated the Food Express Bus which provides nutritious food to children in the Fresno urban area. A Rural Food Express Bus was also launched in the summer of 2021to help alleviate significant 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. The LGBTQ+ Resource Center which serves queer, transgender, genderfluid, and gender non-conforming youth, with gender affirming clothing, health products, mental health and substance abuse support services, transition support, among several other services. Also of note, it was the first program of it's nature in the Central Valley.

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 14.1b)

The implementation of the CAP60 intake system will significantly increase our ability to coordinate internally and externally to meet the needs of youth. Right now, Fresno EOC has several programs that directly work to meet the needs of youth in Fresno County. The Local Conservation Corps and Summer Internship programs provide not only job training, but also a myriad of social support and youth development opportunities. The LGBTQ+ Resource Center also provides mental health and social support services for queer youth, supporting their health mental and social development. The School of Unlimited Learning (SOUL) charter school takes a holistic approach to learning and incorporates case management and mentoring into their programming. The Foster Granparent Program bridges generations as senior volunteers provide one-to-one mentoring and emotional support to underserved infants, children and teens throughout Fresno and Madera Counties, promoting literacy and academic success, while also fostering social-emotional and cognitive-behavioral development. The Advance Peace program has also expanded their program to include youth directed intervention, mentoring, and mental health support.

Along with these programs, Fresno EOC will continue to develop and expand relationships with other community organizations serving youth, such as the California Youth Connection, First Five Fresno, Fresno State Black Students Alliance, and several others.

9. Describe the coordination of employment and training activities as defined in Section 3 of the Workforce and Innovation and Opportunity Act [29 U.S.C. 3102]. (CSBG Act Section 676(b)(5); State Plan 9.4b)

In compliance with Section 3 of the Workforce and Innovation and Opportunity Act, Local Conservation Corps (LCC), Valley Apprenticeship Connections (VAC) and Training and Employment (T&E) work as one-stop delivery system partners who coordinate programs to ensure services are not duplicated. These program 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. 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 postsecondary 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.

10. Describe how your agency will provide emergency supplies and services, nutritious foods, and related services, as may be necessary, to counteract conditions of starvation and malnutrition among low-income individuals. (CSBG Act Section 676(b)(4), State Plan 14.4)

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 Bridge Housing Program provides individuals and families with safe and accessible housing while in transition. This program is reserved for individuals and families that have an identified housing plan who are between the ages of 18-24. While in Bridge Housing, clients receive case management, access to supportive services identified through their case plan, employment and educational assistance services and referrals to other services.

The Permanent Supportive Housing program assists chronically homeless individuals and/or families with permanent housing and supportive services, in partnership with the Fresno Housing Authority, and with funding support from US Department of Housing and Urban Development (HUD).

Fresno EOC's Food Services, Food Distributions, and Women, Infants, and Children (WIC) provide food assistance and education to low-income the summer months; Head Start, which provides lunch and snack meals to low-income pre-school children; and 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. 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.

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

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 Best Babies Zone, The Fresno Center and Reading and Beyond. Furthermore, Fresno EOC has been administering emergency energy assistance programs since 1977.

12. Describe how your agency coordinates services with your local LIHEAP service provider?

Fresno EOC currently operates and manages the LIHEAP program in the Energy Services Department, along with LIHWAP, Solar and Weatherization programs. All participants of these programs are entered into the CAP60 program, which allows referrals to be made to each of the other 30+ programs under the Fresno EOC umbrella that a client qualifies for.

13. 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 14.3d)

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, and our California Personal Responsibility Education Program (CA PREP). 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. Black Babies Zone is another program housed under Fresno EOC, and is directly interested in addressing disparate rates of maternal death of Black mothers in Fresno County; Black mothers are 4 times more likely to die during childbirth than their White counterparts in the Central Valley.

Fresno EOC operates several programs that provide parenting skills. These include programs listed above: School of Unlimited Learning (SOUL, a public charter high school),Teen Pregnancy Prevention Program, Adolescent Family Life Program, WIC, and our California Personal Responsibility Education Program (CA PREP). 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.

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%.

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.

14. Describe how your agency will develop linkages to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations. (CSBG Act Section 676(b)(3)(B), State Plan 9.3b)

Through the application of the CAP60 intake system, Fresno EOC will be able to quickly and effectively coordinate services across programs, making both internal and external referrals to address identified needs. The CAP60 system allows for an in depth intake process that will identify what programs and services that each person qualifies, and ask if they would like to be referred to those other opportunities. Internal follow-up with referrals will happen within 48 hours.

At the Community level, the organization has a Community Impact Manager that will lead the Community Engagement efforts of the agency, including leading quarterly Community Resource Fairs, and monthly Town Halls that will serve as opportunities to identity services gaps, areas for improvement and potential opportunities for the agency to address new and evolving community needs. Further, each program has an advisory committee made up of community members that provides feedback and advises on necessary programmatic and systemic changes to improve outcomes for people served.

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 1,200 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.

The Director of Equity and Impact, the Program Planning and Development Director, and Evaluation Director create a collaborative team that will ensure the integrity of programs in alignment with CSBG standards and outcomes. Further the Equity and Impact Program Coordinators will support programs in the implementation of ROMA.

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 Programs Officer who reviews budgets and makes 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.

| 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 complete request for proposals, create memorandum of understanding or service agreements with all subcontractors above $150,000. 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, Evaluation, and ROMA Application

CSBG Act Section 676(b)(12)
Organizational Standards 4.2, 4.3

<blockquote>

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)

</blockquote>

Our Agency has implemented 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. Lastly, the organization has created three new positions – Evaluation Director, Quality Assurance/Data Manager, and that will support programs and services in determining and their effectiveness.

Staff have received training on collecting data and evaluating program performance. The agency has provided training to staff by a Nationally Certified Master ROMA Trainer to assist in their data and evaluation processes applying the Results Oriented Management and Accountability (ROMA) cycle of assessments.

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, and the Local Conservation Corps (LCC); however, LCC YouthBuild also conducts quarterly evaluations. In addition to annual reports, the following programs conducts monthly evaluations: Community Services, Early Head Start, Head Start, Adolescent Family Life Program (AFLP), Safe Place, Sanctuary and Support Services, 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.

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)

Low-income remains one of the key indicators of poverty within the community. The lack of financial resources limits accessibility to get basic needs met. Particularly for rural communities, a lack of access to food significantly impacts their lives and ability to be and maintain self-sufficiency. In response to an ever-growing need for access to food during the COVID-19 pandemic, especially in secluded rural communities, Fresno EOC expanded food delivery. The Food Distributions now has 8 different distribution events per year in the rural communities of Biola, Parlier, Pinedale, Firebaugh, Sanger, Orange Grove, Cantua Creek, Mendota and Southwest Fresno. Further, Fresno EOC recognizes that several school-aged youth depend on schools for several meals during the day, which are not available to them during the summer and winter breaks. Therefore, to meet those needs, Fresno EOC expanded their Free Meals for Kids Program to include Summer Meals and Winter meals on the Food Express Bus, a mobile healthy-meal delivery bus that delivers meals to the most food-insecure communities in rural Fresno County.

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)

Fresno EOC seeks to support communities increasingly impacted by housing insecurity. Housing insecurity includes not only have a place to live, but also energy to maintain the essential needs.

In March 2023, Fresno EOC Energy Services launched the "Love Your Home" Solar Savings Campaign in Southwest Fresno, designed to provide residents with information about the Free Solar Panel Installation Program to help community members save money on home energy costs, improving home condition and value, and improving environmental conditions in the community. This initiative is in partnership with the City of Fresno Transformative Climate Community Program (TCC) a program to identify and implement investments that will catalyze economic and environmental transformation in Downtown, Chinatown and Southwest Fresno. This project includes resident education, no-cost quality weatherization services such as weather-stripping, roofing repairs, lighting upgrades, and heating/cooling repairs. Here is the link for more information (https://www.transformfresno.com/projects/eoc-partnerships-for-energy-savings-and-ghg-reduction-in-sw-fresno/) Fresno EOC Local Conservation Corps (LCC) provides solar panel installation and technical assistance to homeowners to ensure that they can access the necessary resources to optimize their solar panel systems.

Response and Community Awareness

Diversity, Equity, and Inclusion

1. Does your agency have Diversity, Equity, and Inclusion (DEI) programs in place that promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures, and sexual orientations?
☒Yes ☐No
2. If yes, please describe.
Fresno EOC has an Equity and Impact Department that works to create, implement and evaluate DEI focused initiatives throughout the organization. The program evaluates internal policies, practices and data to ensure equity in hiring, retention, rate of separation, rates of corrective action, promotion and salary. The department creates equity and inclusion plans for each department and works to ensure that each program not only has representation of staff that mirrors the communities experiencing poverty, but also that the demographics of clients served by the programs matches their representation in the target communities (those identified as concentrated areas of poverty). Fresno EOC also provides a mandatory 10-series equity training for director-level staff, covering multiple topics related to identity, culture, equity and inclusion.

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? The term disaster is used in broad terms including, but not limited to, a natural disaster, pandemic, etc.
☒Yes ☐No
2. If yes, 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.

Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

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

Needs of Youth

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

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

Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

676(b)(5) An assurance "that the State and eligible entities in the State will coordinate, and establish linkages between, governmental and other social services programs to assure the effective delivery of such services, and [describe] how the State and the eligible entities will coordinate the provision of employment and training activities, as defined in section 3 of the Workforce Innovation and Opportunity Act, in the State and in communities with entities providing activities through statewide and local workforce development systems under such Act."

State Coordination/Linkages and Low-income Home Energy Assistance

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

Community Organizations

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

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

State Assurances and Certification

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

For CAA, MSFW, NAI, and LPA Agencies

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.

☐ **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.**

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 that the agency meets the assurances set out above.**

Organizational Standards

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.

Standard 1.3 (Private) The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.

Standard 1.3 (Public) The department has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the tripartite board/advisory body, which may be met through broader local government processes.

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

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

Standard 3.1 (Public) 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.

Category Four: Organizational Leadership

Standard 4.1 (Private) 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.

Standard 4.1 (Public) 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.

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 the community 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
Fresno EOC Community Forum Questions	C
Fresno EOC Community Partner Survey	D
Fresno EOC Family Survey	E
Fresno EOC Community Needs Assessment 2022	F