

2026/2027 Community Needs Assessment and Community Action Plan

Fresno Economic Opportunities Commission



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Introduction

The Department of Community Services and Development (CSD) has developed the 2026/2027 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) Service Providers network. CSD requests agencies submit a completed CAP, including a CNA, to CSD on or before **June 30, 2025**. Changes from the previous template are detailed below in the “What’s New for 2026/2027?” section. Provide all narrative responses in 12-point Arial font with 1.15 spacing. A completed CAP template 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 confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the Federal CSBG Programmatic Assurances.

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 is provided in this template. CSBG agencies should review these assurances and confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the State Assurances.

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 the Organizational Standards. A list of Organizational Standards that are met by an accepted CAP, including a CNA, are 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 2026/2027?

Due Date. The due date for your agency's 2026/2027 CAP is June 30, 2025. However, earlier submission of the CSBG Network's CAPs will allow CSD more time to review and incorporate agency information in the CSBG State Plan and Application. CSD, therefore, requests that agencies submit their CAPs on or before May 31, 2025.

ROMA Certification Requirement. CSD requires that agencies have the capacity to provide their own ROMA, or comparable system, certification for your agency's 2026/2027 CAP. Certification can be provided by agency staff who have the required training or in partnership with a consultant or another agency.

Federal CSBG Programmatic and State Assurances Certification. In previous templates, the federal and state assurances were certified by signature on the Cover Page and by checking the box(es) in both federal and state assurances sections. In the 2026/2027 template, CSD has clarified the language above the signature block on the Cover Page and done away with the check boxes. Board chairs and executive directors will certify compliance with the assurances by signature only. However, the Federal CSBG Programmatic Assurances and the State Assurances language remain part of the 2026/2027 template.

Other Modifications. The title page of the template has been modified to include your agency's name and logo. Please use this space to brand your agency's CAP accordingly. CSD has also added references to the phases of the ROMA Cycle i.e. assessment, planning, implementation, achievement of results, and evaluation throughout the 2026/2027 template. Additionally, there are a few new questions, minor changes to old questions, and a reordering of some questions.

Checklist

- Cover Page
- Public Hearing Report

Part I: Community Needs Assessment Summary

- Narrative
- Results

Part II: Community Action Plan

- Vision and Mission Statements
- Causes and Conditions of Poverty
- Tripartite Board of Directors
- Service Delivery System
- Linkages and Funding Coordination
- Monitoring
- ROMA Application
- Federal CSBG Programmatic Assurances
- State Assurances
- Organizational Standards

Part III: Appendices

- Notice of Public Hearing
- Low-Income Testimony and Agency's Response
- Community Needs Assessment

Cover Page

Agency Name:	Fresno Economic Opportunities Commission
Name of CAP Contact:	Andy Arredondo
Title:	Evaluation Director
Phone:	559-263-1057
Email:	andy.arredondo@fresnoeoc.org

Date Most Recent CNA was Completed: (Organizational Standard 3.1)	May 20, 2024
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Board and Agency Certification

The undersigned hereby certifies that this agency will comply with the [Federal CSBG Programmatic Assurances \(CSBG Act Section 676\(b\)\)](#) and [California State Assurances \(Government Code Sections 12747\(a\), 12760, and 12768\)](#) for services and programs provided under the 2026/2027 Community Needs Assessment and Community Action Plan. The undersigned governing body accepts the completed Community Needs Assessment. (Organizational Standard 3.5)

Name: Brian Angus

Name: Oliver Baines

Title:	Chief Executive Officer	Title:	Board Chair
Date:		Date:	

ROMA Certification

The undersigned hereby certifies that this agency's Community Action Plan and strategic plan document the continuous use of the Results Oriented Management and Accountability (ROMA) system or comparable system (assessment, planning, implementation, achievement of results, and evaluation). (CSBG Act 676(b)(12), Organizational Standard 4.3)

Name: Andy Arredondo

ROMA Title:	NCRI
Date:	May 22, 2024

CSD Use Only

Dates CAP		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. Testimony presented by low-income individuals and families during the public hearing shall be identified in the final CAP.

Guidelines

Notice of Public Hearing

1. Notice of the public hearing should be published at least 10 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 should 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 10 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 should be made available for public review and inspection approximately 30 days prior to the public hearing. The draft CAP may 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 in Part III: Appendices as Appendix A.

Public Hearing

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) must be held in the designated CSBG service area(s).
3. Low-income testimony presented at the hearing or received during the comment period should be memorialized verbatim in the Low-Income Testimony and Agency's Response document and appended to the final CAP as Appendix B in Part III: Appendices.
4. The Low-Income Testimony and Agency's Response document should include the name of low-income individual, his/her 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

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 based on community need at the time of the hearing.

Public Hearing Report

Date(s) the Notice(s) of Public Hearing(s) was/were published	March 20, 2025
Date Public Comment Period opened	February 28, 2025
Date Public Comment Period closed	April 2, 2025
Date(s) of Public Hearing(s)	April 1, 2025
Location(s) of Public Hearing(s)	Fresno EOC Franklin Head Start 1189 Martin Ave #3631 Fresno, CA 93706
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	Agency websites, social media accounts, community centers, head start locations
Number of attendees at the Public Hearing(s)	

Part I: Community Needs Assessment Summary

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Helpful Resources

A community needs assessment provides a comprehensive “picture” of the needs in your service area(s). Resources are available to guide agencies through this process.

- CSD-lead training – “Community Needs Assessment: Common Pitfalls and Best Practices” on Tuesday, September 10, 2024, at 1:00 pm. [Registration is required](#). The training will be recorded and posted on the Local Agencies Portal after the event.
- Examples of CNAs, timelines, and other resources are on the [Local Agencies Portal](#).
- [Community Action Guide to Comprehensive Community Needs Assessments](#) published by the National Association for State Community Service Programs (NASCS).
- [Community Needs Assessment Tool](#) designed by the National Community Action Partnership (NCAP).
- National and state quantitative data sets. See links below.

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
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 Health and Human Services Data Portal
CSD Census Tableau Data by County		Population Reference Bureau KidsData
Data USA National Public Data	National Equity Atlas Racial and Economic Data	Census Reporter Census Data

Sample Data Sets

Urban Institute SNAP Benefit Gap	Race Counts California Racial Disparity Data	Rent Data Fair Market Rent by ZIP
UC Davis Center for Poverty & Inequality Poverty Statistics	University of Washington Center for Women's Welfare California Self-Sufficiency Standard	University of Wisconsin Robert Wood Johnson Foundation County Health Rankings
Massachusetts Institute of Technology Living Wage Calculator	Nonprofit Leadership Center Volunteer Time Calculator	Economic Policy Institute Family Budget Calculator

DRAFT

Narrative

CSBG Act Section 676(b)(9)

Organizational Standards 2.2, 3.3

ROMA – Assessment

Based on your agency's most recent CNA, please respond to the questions below.

1. 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 Economic Opportunities Commission (Fresno EOC) is funded to serve Fresno County with Community Services Block Grant (CSBG) funds. Fresno County is located in the heart of California's Central Valley and is characterized by a diverse population and a rich agricultural heritage. The county has over 35 different communities, including 15 incorporated cities and 25 small, unincorporated communities. The major cities in Fresno County include Clovis, Coalinga, Firebaugh, Fowler, Fresno, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, Sanger, San Joaquin, and Selma. Some of the smaller unincorporated communities include Auberry, Biola, Cantua Creek, Caruthers, Del Rey, Highway City, Laton, Pinedale, and Riverdale.

Geographic Overview

Fresno County covers a vast area with a population of 1,008,280 residents. The City of Fresno is the largest city in the county, with a population of 541,528. The county's population density varies significantly, with urban areas like Fresno and Clovis being more densely populated compared to the rural areas.

High-Need Areas and Neighborhoods of Poverty

Fresno County faces significant challenges related to poverty and inequity. The overall poverty rate in the county is 19%, with certain communities experiencing much higher rates of poverty. The following sections provide a detailed description of the various pockets, high-need areas, and neighborhoods of poverty.

City of Fresno

The poverty rate in Fresno City is 22.1%, with 117,570 individuals living below the poverty line. Specific neighborhoods, particularly in the southwest areas, have the highest concentrations of poverty. These areas also have higher rates of unemployment, underemployment, and housing instability.

Rural Communities

Several rural communities experience widespread poverty and face unique challenges due to their

geographic isolation and limited access to resources. Some of the high-need rural communities include:

- **Huron:** has a population of 6,250 and a poverty rate of 32.1%. The community faces significant challenges related to housing instability, food insecurity, and limited access to healthcare services.
- **Mendota:** has a population of 12,603 and a poverty rate of 32.7%. The community has a high percentage of farm workers who earn low wages and often live in substandard housing conditions.
- **Firebaugh:** has a population of 8,139 and a poverty rate of 43.3%. The community experiences high rates of food insecurity and limited access to affordable housing.
- **Orange Cove:** has a population of 9,635 and a poverty rate of 46.5%. The community faces significant challenges related to housing, food insecurity, and access to healthcare services.
- **Parlier:** has a population of 14,554 and a poverty rate of 27.4%. The community has a high percentage of residents who are farm workers and face challenges related to low wages and housing instability.
- **San Joaquin:** has a population of 3,725 and a poverty rate of 33.2%. The community experiences high rates of food insecurity and limited access to healthcare services.

Other High-Need Areas

In addition to the rural communities, several other areas within Fresno County have high poverty rates and face significant challenges:

- **Coalinga:** Coalinga has a population of 17,488 and a poverty rate of 18.7%. The community faces challenges related to housing instability and limited access to healthcare services.
- **Kerman:** Kerman has a population of 15,980 and a poverty rate of 21.9%. The community experiences high rates of food insecurity and housing instability.
- **Reedley:** Reedley has a population of 25,441 and a poverty rate of 15.9%. The community faces challenges related to housing instability and limited access to healthcare services.
- **Selma:** Selma has a population of 24,318 and a poverty rate of 21.2%. The community experiences high rates of food insecurity and housing instability.

Listed below are several of the key conditions of poverty broken down by areas of high need.

Inadequate Housing

Housing is a significant issue throughout Fresno County, with many homes having substandard conditions that contribute to health challenges, lower quality of life, and safety concerns. According to the data, 42% of homes in the county have at least one substandard condition. Housing instability and homelessness are also significant problems, with many residents struggling to find

affordable housing due to rising costs and limited availability. The community needs assessment survey respondents noted a major need for temporary housing, utility assistance, home repair programs, safe multi-family housing, and programs to support energy efficiency.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: These areas have a high concentration of substandard housing conditions, contributing to health challenges and safety concerns.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove have significant issues with housing instability and substandard living conditions.

Food Insecurity

Food insecurity is a prevalent issue in Fresno County, particularly in communities with the highest poverty rates. Many areas in the county are considered food deserts, where residents have limited access to nutritious food. Black/African American and Hispanic residents experience higher degrees of food insecurity compared to Whites. Data shows that more than 50,000 people in Fresno County with a low-income live in areas with low access to food.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: These areas have several food deserts where residents have limited access to nutritious food.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove experience high levels of food insecurity.

Unemployment and Low-Wage Jobs

Limited job opportunities and the prevalence of low-wage jobs make it challenging for individuals to secure stable employment and earn sufficient income to meet their basic needs. The unemployment rate in Fresno County is 9.5%, which is higher than the state and national averages. There is also a significant problem of underemployment, with over 34,000 workers in the county being underemployed. Income and employment disparities due to race/ethnicity further exacerbate the challenges faced by residents.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: High unemployment and underemployment rates, with limited job opportunities.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove have high rates of unemployment and low-wage jobs.

Educational Inequities

Educational inequities are a significant issue in Fresno County, with schools in lower-income neighborhoods often having fewer resources, larger class sizes, and less access to advanced placement courses or extracurricular activities. This disparity impacts the educational outcomes and future opportunities for many children and young adults. The school funding formula, which is

dependent on property taxes, contributes to these inequities, as low-income neighborhoods receive less tax revenue for schools compared to more affluent areas.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: Schools in these areas have fewer resources and larger class sizes, impacting educational outcomes.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove face significant educational disparities.

Limited Access to Healthcare

Access to affordable healthcare services is a barrier for people living in poverty in Fresno County. The county has a limited number of healthcare providers, and transportation barriers further limit access to services. Many residents rely on Medicaid, but some providers do not accept public insurance as payment. Specific cohorts of the population, such as pregnant mothers, children, and the unemployed, are more greatly impacted by the lack of access to healthcare services.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: Limited number of healthcare providers and transportation barriers to accessing services.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove have significant healthcare access issues.

Adverse Early Childhood Experiences and Family Challenges

The rate of child abuse in Fresno County is rising, with a rate of 61.3 per 1,000 children compared to 43.5 per 1,000 for California. Many children under five years old live in single-parent families or are unhoused, contributing to adverse early childhood experiences.

General Geographic Area of High Need:

- Southwest and Southeast Fresno City: High rates of child abuse and adverse early childhood experiences.
- Rural Communities: Areas such as Huron, Mendota, Firebaugh, and Orange Cove face significant family challenges and high rates of child abuse.

2. Indicate from which sources your agency collected and analyzed quantitative data for its most recent 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 Equity Atlas
- 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
- 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
- Other

3. Indicate the approaches your agency took to gather qualitative data for its most recent 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

4. Confirm that your agency collected and analyzed information from each of the five community sectors below as part of the assessment of needs and resources in your service area(s). Your agency must demonstrate that all sectors were included in the needs assessment by checking each box below; a response for each sector is required. (CSBG Act Section 676(b)(9), Organizational Standard 2.2)

Community Sectors

- Community-based organizations
- Faith-based organizations
- Private sector (local utility companies, charitable organizations, local food banks)
- Public sector (social services departments, state agencies)
- Educational institutions (local school districts, colleges)

Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Organizational Standards 4.2

State Plan Summary and Section 14.1a

ROMA – Planning

Based on your agency’s most recent CNA, please complete Table 1: Needs Table and Table 2: Priority Ranking Table.

Table 1: Needs Table					
Needs Identified	Level (C/F)	Agency Mission (Y/N)	Currently Addressing (Y/N)	If not currently addressing, why?	Agency Priority (Y/N)
Individuals/Families lack stable housing.	F	Y	Y	Choose an item.	Y
Individuals/Families lack job opportunities that pay a living wage.	F	Y	Y	Choose an item.	Y
Community lacks access to healthcare.	C	Y	Y	Choose an item.	Y
Individuals/Families lack nutritious food.	F	Y	Y	Choose an item.	Y
Individuals/Families lack safe and clean neighborhoods.	F	Y	Y	Choose an item.	Y
Individuals/Families lack educational resources and support.	F	Y	Y		Y

Needs Identified: Enter each need identified in your agency’s most recent CNA. Ideally, agencies should use ROMA needs statement language in Table 1. ROMA needs statements are complete sentences that identify the need. For example, “Individuals lack living wage jobs” or “Families lack access to affordable housing” are needs statements. Whereas “Employment” or “Housing” are not. Add row(s) if additional space is needed.

Level (C/F): Identify whether the need is a community level (C) or a family level (F) need. If the need is a community level need, the need impacts the geographical region directly. If the need is a family level need, it will impact individuals/families directly.

Agency Mission (Y/N): Indicate if the identified need aligns with your agency’s mission.

Currently Addressing (Y/N): Indicate if your agency is addressing the identified need.

If not currently addressing, why?: If your agency is not addressing the identified need, please select a response from the dropdown menu.

Agency Priority: Indicate if the identified need is an agency priority.

Table 2: Priority Ranking Table

	Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category
1.	Families lack stable housing.	<p>Sanctuary Homeless Services: Provides emergency to permanent housing solutions using a Housing-First approach, including outreach services, housing navigation, and permanent housing support. (~581 annually)</p> <p>Energy Services: Offers utility payment assistance and weatherization measures to improve energy efficiency and safety, helping over 10,000 households annually.</p>	<p>FNPI 4a, 4b, 4c, 4d, 4e, 4f, 4g, 4h</p> <p>SRV 4c, 4d, 4e, 4f, 4g, 4h, 4i, 4j, 4k, 4l, 4m, 4n, 4o, 4p, 4q, 4r, 4s, 4t</p>
2.	Individuals/Families lack job opportunities that pay a living wage.	<p>Local Conservation Corps (LCC): Offers paid job training to ages 18-26 and educational opportunities for young adults, including high school diploma programs and college credit courses. (~141 annually)</p> <p>Valley Apprenticeship Connections (VAC): Provides a 12-week training program to ages 18-64 to prepare individuals for the construction workforce. (~62 annually)</p> <p>Workforce Connection Young Adult Program: Guides young adults ages 14-24 towards education, training, and career development. (~441 annually)</p> <p>Summer Internship Program: Targets high school graduates transitioning to postsecondary education, offering mentorship opportunities. (~81 annually)</p>	<p>FNPI 1a, 1b, 1c, 1d, 1e, 1f, 1g, 2e, 2f, 2g, 2h,</p> <p>SRV 1a, 1b, 1c, 1d, 1e, 1f, 1g, 1h, 1i, 1j, 1k, 1l, 1m, 1n, 1o, 1p, 1q, 2d, 2e, 2h, 2i, 2j, 2p, 2q,</p>
3.	Families lack access to healthcare.	<p>Community Health Center: Provides reproductive health services, STI testing, and transportation for teens to clinic appointments. (~2,476 annually)</p> <p>Dental Health & School Based Sealant Program: Offers dental screenings, education, and preventative services to low-income families. (~2,950 annually)</p> <p>Adolescent Health Education Programs: Delivers health education and case management services on topics like reproductive health and healthy relationships. (~11,123 annually)</p> <p>LGBTQ+ Resource Center: Provides STI screenings, gender-affirming care, and mental health services. (~438 annually)</p>	<p>FNPI 5a, 5b, 5c, 5d, 5e, 5f, 5g, 5h, 5i, 5j</p> <p>SRV 5j, 5k, 5l, 5m, 5n, 5o, 5p, 5q, 5u, 5v, 5w, 5aa, 5bb, 5cc, 5dd, 5ee, 7a</p>
4.	Families lack nutritious food.	<p>Women, Infants & Children (WIC): Provides healthy food, nutrition education, and breastfeeding support to over 27,000 participants annually.</p> <p>Food Distribution: Distributes essential food commodities to low-income families in rural and inner-city areas. (~13,942 homes annually)</p> <p>Food Services Home Delivery: Delivers nutritious meals to</p>	<p>FNPI 5d, 5e, 5j</p> <p>SRV 5ff, 5gg, 5hh, 5ii, 5jj</p>

		homebound seniors. (~1,200 annually)	
		Summer Meals for Kids: Offers free nutritious meals to children and disabled individuals during the summer break.	
5.	Families lack safe and clean neighborhoods.	<p>Advance Peace Fresno: Implements healing-centered strategies to reduce gun violence through mentorship and conflict resolution. (~60 annually)</p> <p>Central Valley Against Human Trafficking (CVAHT): Supports survivors of human trafficking with resources and personalized action plans. (121 annually)</p> <p>LGBTQ+ Resource Center: Provides a safe space and expert guidance on resources, including STI screenings, gender-affirming care, and housing assistance. (438 annually)</p> <p>Transit Systems: Provides transportation services, including a shuttle service for students, enhancing access to education and reducing travel challenges. (~80,000 annually)</p>	<p>FNPI 4a, 4b, 5a, 5b, 5c, 6a, 6b, 6c</p> <p>SRV 4c, 4d, 4e, 4m, 4n, 4o, 4p, 5j, 5k, 5l, 5m, 5n, 5o, 5v, 5w, 5x, 7a, 7c, 7d</p>
6.	Individuals/Families lack educational resources and support.	<p>Head Start 0 to 5: Offers educational, emotional, social, health, and nutritional services to children and families, preparing children for academic success. (~2,000 annually)</p> <p>School of Unlimited Learning (SOUL): Provides comprehensive educational experience with classroom-based and independent study options, along with case management support. (~223 annually)</p> <p>Foster Grandparent Program: Engages older adults ages 55+ in volunteer activities to support children's education and emotional literacy. (~55 annually)</p>	<p>FNPI 2a, 2b, 2c, 2d, 2e, 2f, 2g, 2h, 2i, 2j, 5a, 5c</p> <p>SRV 2a, 2b, 2c, 2d, 2e, 2h, 2p, 2q, 5a, 5b, 5c, 5d, 5g, 7a</p>

Agency Priorities: Rank the needs identified as a priority in Table 1: Needs Table according to your agency's planned priorities. Ideally, agencies should use ROMA needs statement language. Insert row(s) if additional space is needed.

Description of programs, services, activities: Briefly describe the program, services, or activities that your agency will provide to address the need. Including the number of clients who are expected to achieve the indicator in a specified timeframe.

Indicator/Service Category: List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported on in Modules 3 and 4 of the CSBG Annual Report.

Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

California Code of Regulations Sections 100651 and 100655

Vision and Mission Statements

ROMA – Planning

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.

Causes and Conditions of Poverty

Organizational Standards 1.1, 1.2, 3.2, 3.4

ROMA – Planning

1. Describe the key findings of your analysis of information collected directly from low-income individuals to better understand their needs. (Organizational Standards 1.1, 1.2)

The information below was collected during the agency's needs assessment survey and community focus groups and forums. Some statistical data from the needs assessment was also included to support the responses received from the community. 3,542 surveys were received, four (4) community forums, and 57 focus groups.

Affordable Housing and Homelessness:

- A consistent and urgent need for affordable and quality housing was identified, with many communities highlighting the high cost of living and the need for more housing options, including shelters for the homeless.
- Rental assistance and programs to assist in home repairs are also significant needs.
- Safe and affordable housing is a significant concern, with 73% of community survey respondents indicating it as a major need.
- There is a high rate of substandard housing, with 42% of homes having at least one substandard condition.
- Many residents experience a housing cost burden, with 38% spending more than 30% of their income on housing.
- Homelessness is a critical issue, with 1,128 households identified as homeless in the 2023 Point-In-Time Count.

Childcare and Education:

- There is a significant demand for affordable childcare, extended school hours, and more educational resources, including after-school programs and support for special needs children.
- A majority (72.95%) of respondents have children, with 32.68% participating in Head Start or Early Head Start.
- Common childcare challenges include cost (46.22%) and availability (30.65%).
- Many respondents (40.48%) need full-time childcare services.
- Educational attainment is low among low-income individuals, with many lacking a high school diploma or higher education.
- There are disparities in educational outcomes, particularly among children of color.
- Access to quality early childhood education and childcare is limited, especially for infants and toddlers.

Employment and Financial Assistance:

- Many individuals expressed the need for better job opportunities, higher wages, and financial

assistance to cope with the rising cost of living. This includes job training programs and support for finding employment.

- A notable portion (30.65%) of respondents are seeking employment.
- Major employment needs include job opportunities within the community (63.54%) and childcare access to get a job (63.76%).
- Common employment challenges include low-paying jobs (48.50%) and lack of skills (43.68%).
- Earned income is the primary source of household income for 70.76% of respondents.
- Unemployment and underemployment are significant issues, with the unemployment rate at 9.5% as of March 2024.
- Many low-income individuals work in low-wage jobs without benefits, contributing to financial instability.
- There is a need for better job opportunities, career training, and support for individuals seeking employment.
- Assistance with utilities, such as paying for electricity and water, was frequently mentioned, along with the need for basic necessities like clothing and household items.

Transportation:

- Access to reliable and affordable transportation is a major concern, with many communities needing better public transportation options, bus vouchers, and safer routes for children to get to school.
- Local transportation for shopping, medical, school, or work is a major need for 50.41% of respondents.
- Additional hours of transportation operation (nights/weekends) are also a significant need.
- Transportation is a barrier for many low-income individuals, with limited public transportation options and long commute times.
- Lack of vehicle ownership is common in certain communities, further limiting access to essential services and opportunities.

Healthcare and Mental Health Services:

- Access to affordable healthcare, including mental health services, is a critical need. Many communities also highlighted the lack of healthcare professionals and the need for better medical facilities.
- Limited access to health services and difficulty getting timely appointments are major health needs for 55.22% of respondents.
- Insurance coverage and enrollment assistance are also significant concerns.
- There are high rates of chronic diseases and poor health outcomes, particularly in low-income and minority communities.
- Mental health services and support for substance abuse are needed to address the high rates of depression, anxiety, and substance abuse.
- There is a major need for free/low-cost mental health services (61.62%) and substance abuse treatment services (58.71%).

Food Security:

- There is a need for more food banks, affordable healthy food options, and better nutritional support for families.
- Food insecurity is prevalent, particularly among Black/African American and Hispanic residents.
- Many low-income individuals lack access to healthy food, with 11.5% of the low-income population living more than ½ mile from the nearest supermarket or grocery store.
- Participation in food assistance programs like CalFresh and WIC is not maximized.

Community Resources and Support:

- Many individuals emphasized the need for better access to community resources, including support groups, educational programs, and activities for children and families.
- Emergency shelters for natural disasters (57.24%) and neighborhood clean-up projects (63.80%) are major needs.
- Crime reduction and neighborhood safety programs are also highly needed (66.26%).
- Schools (52.99%), churches (48.75%), and people (46.39%) are seen as the main strengths of the community.

Specialized Support:

- Specific groups, such as seniors, LGBTQ+ individuals, and those with disabilities, highlighted the need for tailored support services, including affirming housing, healthcare, and employment opportunities.

Communication:

- Digital connectivity is a challenge, with disparities in access to high-speed internet impacting education, employment, and access to services.

2. Describe your agency's assessment findings specific to poverty and its prevalence related to gender, age, and race/ethnicity for your service area(s). (Organizational Standard 3.2)

Poverty Rates: The overall poverty rate in Fresno County is 19%, with significant variations across different communities and demographic groups. For example, the poverty rate among female-headed households with children is 49%, while the rate for seniors is 14%.

Racial and Ethnic Disparities: Hispanic/Latino residents make up 54% of the county's population, with higher concentrations in certain communities. Black/African American and Hispanic residents experience higher rates of poverty and food insecurity compared to White residents. The data also revealed disparities in educational attainment and health outcomes among different racial and ethnic groups.

Gender Disparities: Female-headed households with children are disproportionately affected by poverty, with higher rates of unemployment and underemployment. Women also face barriers to accessing affordable childcare and healthcare services.

Age Disparities: Children and seniors are particularly vulnerable to poverty. The poverty rate for children under five years is higher than the general population, with significant impacts on their health, education, and overall well-being. Seniors face challenges related to housing affordability, healthcare access, and social isolation.

3. “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 your needs assessment data, describe the causes of poverty in your agency’s service area(s). (Organizational Standard 3.4)

Education: Limited access to quality education or low educational attainment levels leads to limited employment opportunities and lower wages, which contributes to poverty.

Unemployment/Underemployment: High unemployment rates or a lack of job opportunities for specific segments of the population are persistent in the service area, particularly for individuals with limited skills or education, which makes it difficult for people to escape poverty. Underemployment, where individuals work part-time or in jobs that don't match their skills, also keeps people in poverty.

Low Wages: Fresno County data shows wages vary among specific cohorts of the population and contribute to poverty rates and inequities.

Demographic Factors: Certain demographic factors contribute to poverty rates. For example, a high percentage of single-parent households and households where the adult has limited English proficiency face increased vulnerability to poverty.

Affordable Housing: The availability and affordability of housing in the area plays a significant role in poverty. High housing costs or limited affordable housing options consume a significant portion of a household's income, leaving less for other essential needs.

Racial and Ethnic Disparities: Systemic inequalities and racial or ethnic disparities contribute to higher poverty rates among certain groups, as they face discrimination, limited access to resources, and fewer opportunities for economic mobility.

Economic Shocks and Lingering Pandemic Transitions: Economic downturns, job losses, or changes in local industries are having a significant impact on poverty rates. Inflation of the cost of goods and services is occurring at the same time as pandemic assistance is falling away, returning and leaving many in poverty.

4. “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 your needs assessment data, describe the conditions of poverty in your agency’s service area(s). (Organizational Standard 3.4)

Overall Poverty Rate: 19% of individuals in Fresno County live in poverty, with concentrated poverty in the City of Fresno and rural areas such as Huron, Mendota, and Orange Cove.

Family Poverty: 15% of families have an income below the poverty level. Among these, 40% are

married-couples with children, and 49% are female-headed households with children.

Senior Poverty: The poverty rate for seniors in Fresno County is 14%, higher than the 11% rate for California.

Educational Inequities: Schools in lower-income neighborhoods often have fewer resources and larger class sizes, impacting educational outcomes. The school funding formula, dependent on property taxes, results in disparities between low-income and affluent neighborhoods.

Unemployment and Low-Wage Jobs: The unemployment rate in Fresno County is 9.5%, higher than the state and national rates. Over 34,000 workers are underemployed. Community survey respondents identified a need for better job opportunities, career training assistance, and affordable childcare.

Inadequate Housing: 42% of homes in Fresno County have at least one substandard condition, contributing to health challenges and safety concerns. Housing instability and homelessness are significant issues, with 64% of community survey respondents noting a major need for temporary housing, utility assistance, home repair programs, safe multi-family housing, and energy efficiency programs.

Food Insecurity: Food insecurity is prevalent, particularly in communities with high poverty rates and limited access to food. More than 50,000 low-income people in Fresno County live in areas with low access to food. Black/African American and Hispanic residents experience higher food insecurity rates than Whites.

Limited Access to Healthcare: Access to affordable healthcare services is a barrier for people in poverty. The ratio of healthcare providers to low-income residents is low, and transportation barriers further limit access. Over 61,544 people in Fresno County are uninsured, with specific cohorts such as pregnant mothers and Medicaid recipients being more greatly impacted.

Maternal and Child Health Disparities: 28% of births are to mothers in poverty, and the teen birth rate is 4%. The rate of prenatal depression is 17%, and the infant mortality rate for Black infants is significantly higher than for Hispanic/Latino and White infants.

Adverse Early Childhood Experiences: The rate of child abuse in Fresno County is 61.3 per 1,000 children, higher than the state rate of 43.5 per 1,000. Over 14,000 children under five live in single-parent families, and more than 5,000 children under six are in double-up housing or are unhoused. There were 8,748 domestic violence reports contributing to homelessness and family trauma.

5. Describe your agency's data and findings obtained through the collecting, analyzing, and reporting of customer satisfaction data.

Customer satisfaction questions were incorporated into the needs assessment survey and from those questions, the following data was gathered and reviewed:

- Most respondents (87.45%) found it either very easy or easy to access Fresno EOC program services.

- A high percentage (95.95%) reported that services were provided in a timely manner.
- The majority (97.77%) felt welcome and respected by Fresno EOC staff and volunteers.
- A significant portion (94.35%) felt that their issues or concerns were effectively addressed by the staff.
- The overall weighted average satisfaction rating is 4.59 out of 5, with 73.24% rating their satisfaction as 5 out of 5.

The agency has a customer satisfaction data collection process in addition to the needs assessment survey. Customers can complete the satisfaction survey at any time which will provide continuous insight. Through collecting and discussing customer satisfaction data, the agency has implemented several changes such as moving to electronic intake forms and changing phone systems.

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Tripartite Board of Directors

CSBG Act Sections 676B(a) and (b), 676(b)(10)

Organizational Standards 1.1. 3.5

ROMA – Evaluation

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), Organizational Standard 1.1)

To ensure Fresno EOC's Board is diverse, inclusive, and equitable, the agency has a tri-partite system for electing board members. Eight board members must be from the public sector i.e. publicly elected officials or their designees, eight must be from the private 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 private sector representatives. Any low-income individual may apply for one of the eight target area representative positions and participate in a democratic selection process. The availability of positions and how to apply are made publicly available via agency websites and other publicly accessible outlets such as social media. This ensures that all organizations and individuals in the community have an equal opportunity to increase their group representation on the Board of Commissioners. Any concerns or petitions can be addressed in the public comment section of the monthly Board of Commissioner meetings.

2. Describe your process for communicating with and receiving formal approval from your agency board of the Community Needs Assessment (Organizational Standard 3.5).

The first step in the Community Needs Assessment (CNA) process is presenting a proposed timeline to the board, outlining key milestones for data collection, analysis, review, and approval. Once the timeline is approved, the agency begins gathering data through various methods such as surveys, focus groups, interviews, and reviewing existing reports. After the CNA has been drafted, it undergoes an internal review process where department heads, staff, and advisory groups provide feedback. This input is incorporated into the final version of the CNA, which is then prepared for the board. An executive summary is created to accompany the full report, providing the board with an overview of the key findings and recommendations. The agency then schedules to formally present the CNA at the next available board meeting. During the meeting, the agency's leadership and/or consultant presents the report, highlighting the assessment's findings and addressing any recommendations. The board reviews the document, discusses the findings, and may ask questions or request clarification on certain points. After the discussion, the board votes to formally approve the CNA. Following the board's decision, the agency communicates the

approval internally to staff, ensuring everyone is aligned on the next steps. The approved CNA serves as the foundation for the agency's future planning, guiding action plans and resource allocation.

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Service Delivery System

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

State Plan 14.3a

ROMA - Implementation

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 14.3a)

Fresno EOC has provided the Fresno County community with services for 60 years. The agency manages a service delivery system that is designed to meet the diverse needs of the low-income individuals and families in the target areas. The agency's strategic plan is to provide holistic support to clients in the following focus areas: food insecurity, housing stability, employment opportunities, community safety, educational achievement, and health and wellness.

To support service delivery, the agency has implemented a central intake system (CAP60) whereby client data is entered into and tracked for all programs. The intent of the central intake system is to provide unduplicated service and client counts, decentralized access to services, client referrals across internal programs and partners, and advanced programmatic reporting. This system simplifies entrance into our programs and significantly improves efficiency. To expand accessibility, the agency continues to add standalone central intake kiosks in strategic target areas based on our needs assessment feedback. We are committed to ensuring that language, disability, education, and transportation are not barriers to receiving services.

The majority of the agency's programs provide services directly to clients, using a combination of direct and subcontracted services. Because the agency has diverse funding, the client intake process varies from program to program, but generally includes an intake form and interview. If a specific intake system is required by a funder, programs will upload client data to the central intake system as needed. During this process, programs need to verify eligibility and will ask for supporting documents depending on their agreed to 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.

2. Describe how the poverty data related to gender, age, and race/ethnicity referenced in Part II: Causes and Conditions of Poverty, Question 2 will inform your service delivery and strategies in the coming two years?

The poverty data related to gender, age, and race/ethnicity will significantly inform service delivery and strategies in the coming two years.

Gender-specific strategies: targeted support services such as job training, childcare assistance, and financial literacy programs will be prioritized for female-headed households, which have a high poverty rate of 49%. Programs will also focus on providing comprehensive support to single

mothers, including access to affordable childcare, housing assistance, and educational opportunities.

Age-specific strategies: will address the high poverty rates among children, especially those under five, by expanding early childhood education programs like Head Start and Early Head Start, and integrating additional support services such as nutrition programs, healthcare access, and parental support. For seniors, services will include increased access to healthcare, technology training, affordable housing, and social support programs to improve their quality of life.

Race/ethnicity-specific strategies: will develop culturally responsive services for Hispanic/Latino and Black/African American communities, which experience higher poverty rates. This includes bilingual education programs, targeted job training, and community health initiatives. Programs will also focus on improving educational attainment among minority groups by providing scholarships, mentorship, and after-school programs to reduce dropout rates and enhance future employment opportunities. Holistic and inclusive approaches will involve engaging community leaders and members in planning and implementing services to ensure they are culturally relevant and effectively address the unique needs of different demographic groups.

Linkages and Funding Coordination

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

California Government Code Sections 12747(a), 12760

Organizational Standards 2.1

State Plan 9.3b, 9.4b, 9.5, 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)(9); Organizational Standard 2.1; State Plan 14.1c)

Fresno EOC's approach to service delivery leverages other local service providers and their assets to fill gaps in services to its clients. This can be seen by the agency's participation in numerous collaborations:

Health Services Program:

- Collaborates with schools and organizations to implement comprehensive sex education and dental services.

Sanctuary and Support Services Program:

- Partners with organizations like California Coalition for Youth, Fresno Unified School District, Centro La Familia Advocacy Services, Inc, Integral Community Solutions, Inc, and others to provide integrated care, legal assistance, and supportive services for youth, young adults, chronically homeless adults, survivors of human trafficking, and the LGBTQ+ community.

Local Conservation Corps (LCC):

- Works with entities such as the City of Fresno, County of Fresno, CalRecycle, Amazon, and others to fund and support recycling, public lands, and workforce development programs.

Transit Systems Program:

- Coordinates with organizations like California Veterans Home, Fresno Unified School District, Central Valley Regional Center, and others to provide transportation services for various populations.

Energy Services Program:

- Partners with organizations like Pacific Gas and Electric Company, City of Fresno, Proteus Inc, and others to install weatherization measures, solar systems, and provide financial assistance for energy bills.

Advance Peace Fresno:

- Collaborates with organizations like Crime Survivors for Safety and Justice, Fresno United, Fresno Barrios Unidos, and others to support survivors, address food insecurities, and provide resources for formerly incarcerated citizens.

Women, Infants, and Children (WIC) Program:

- Partners with Anthem Blue Cross, California Health Collaborative, Cal Viva Health, and others to provide postpartum depression prevention, baby showers, and breastfeeding support.

Fresno Regional Workforce Development Board:

- Funds programs like the Fresno Urban East Young Adult Program and collaborates with organizations like the Economic Development Corporation, County of Fresno Probation, and others to provide training and employment opportunities.

School of Unlimited Learning (SOUL):

- Partners with Central California Legal Services, CSU Fresno Social Work Department, Cultural Arts Rotary of Fresno, and others to provide legal advice, internships, food pantry services, and medical referrals.

Food Services Program:

- Partners with various organizations, including Fresno State Dietetic Internship Program, Roman Catholic Diocese of Fresno, Catalano Fenske & Associates, Centro La Familia, Fresno Madera Area Agency on Aging, City of Selma, Kepler Neighborhood School, Kaiser Permanente Fresno Medical Center, City of Fowler, and RH Community Builders, to provide nutritious meals and support services to students, seniors, and homeless individuals and families.

Below are a few examples of the coalitions that the programs work with and how they support the coordination of funding:

California Coalition for Youth:

- The Fresno EOC Sanctuary and Support Services program collaborates with this coalition, which operates the state-wide crisis line for youth and young adults. The Sanctuary Director serves on their Board of Directors reflecting active participation and coordination.

Fresno Madera Continuum of Care (FMCoC):

- This coalition assists homeless persons in transitioning from homelessness to independent or supportive permanent housing. The Fresno EOC Sanctuary and Support Services program works with FMCoC to provide these services and the Sanctuary Director serves as the FMCoC Treasurer.

California Association of Local Conservation Corps:

- The Fresno EOC Local Conservation Corps (LCC) is part of this state-wide coalition, which supports local conservation work, advocacy, and provides programmatic support.

The Corps Network:

- This national organization provides legislative and programmatic support to the Fresno EOC Local Conservation Corps (LCC).

YouthBuild USA:

- The Fresno EOC Local Conservation Corps (LCC) partners with YouthBuild USA, which leads YouthBuild programming for construction and AmeriCorps Education awards.

Central Valley Freedom Coalition (CVFC):

- The Fresno EOC Sanctuary and Support Services program and this coalition leverage their resources and networks to raise awareness, train law enforcement and community members, and ensure trafficking survivors have access to essential services like shelter, legal aid, and counseling. Fresno EOC created this coalition in 2009 and the agency's CVAHT Manager serves as the coalition's Chairperson.

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)(3)(C), Organizational Standard 2.1, State Plan 9.7)

Through strategic partnerships and collaborations, Fresno EOC ensures the effective delivery of services across multiple sectors, including health, support services, conservation, transit, energy, peace initiatives, women and children's services, workforce development, early childhood education, and alternative education.

The Health Services Program collaborates with various school districts and organizations to implement comprehensive sex education and dental services. These partnerships include Agape Schools, Central Unified School District, and the Boys and Girls Club of Fresno County, among others, ensuring that youth receive essential health education and dental care.

The Sanctuary and Support Services Program partners with multiple organizations to provide crisis intervention, counseling, legal assistance, and support for homeless individuals, survivors of human trafficking, and the LGBTQ+ community. Key coordination includes working with Fresno Family Counseling, Integral Community Solutions, Inc, and Centro La Familia, which help deliver comprehensive support services to vulnerable populations.

The Local Conservation Corps (LCC) works with local and state entities to fund and support recycling programs, legal services, educational opportunities, and job training. Notable partners

include the City of Fresno, CalRecycle, and the Fresno Workforce Development Board, which contribute to the success of LCC's environmental and workforce development initiatives.

The Transit Systems Program collaborates with various organizations to provide transportation services for veterans, students, developmentally disabled individuals, and the elderly. Partnerships with entities like the California Veterans Home, Fresno Unified School District, and United Cerebral Palsy ensure that transportation needs are met for diverse community members.

The Energy Services Program partners with subcontractors and utility companies to install weatherization measures, and provide financial assistance for energy bills. Collaborations with Pacific Gas and Electric Company, and Habitat for Humanity help improve energy efficiency and support households experiencing energy crises.

Advance Peace Fresno collaborates with organizations to support crime survivors, address food insecurities, and provide resources for formerly incarcerated individuals. Partners such as Crime Survivors for Safety and Justice, Fresno United, and Time Done play a crucial role in extending the reach and impact of the program's initiatives.

The Women, Infants, and Children (WIC) Program works with health organizations and community partners to provide postpartum support, baby showers, and distribute essential supplies like diapers. Anthem Blue Cross, California Health Collaborative, American Heart Association, and the Central California Food Bank are key partners in supporting WIC clients.

The Food Services Program has established several partnerships to enhance service coordination and funding. Collaborations include the Fresno State Dietetic Internship Program, which provides dietetic interns, and catering agreements with the Roman Catholic Diocese of Fresno, Catalano Fenske & Associates, and Centro La Familia. The Fresno Madera Area Agency on Aging and the City of Selma contract with Food Services to provide meals for seniors, while Kepler Neighborhood School ensures students receive nutritious meals. Kaiser Permanente Fresno Medical Center hosts a weekly Farmers Market and partners in the Market Match program. The City of Fowler also contracts for senior meals, and RH Community Builders partners for milk delivery to locations offering housing and support services to homeless individuals and families.

The Workforce Development Programs engage with workforce boards, educational institutions, and employers to provide job training, internships, and employment opportunities. Collaborations with the Fresno Regional Workforce Development Board, State Center Community College District, and various construction employers help create pathways to employment for youth and adults.

The Head Start 0 to 5 Program partners with educational and social service organizations to support children and families with special needs, housing assistance, and health services. Key partners include the Fresno County Superintendent of Schools, Central Valley Regional Center, and Fresno State's School of Nursing.

The School of Unlimited Learning (SOUL) works with legal services, food banks, medical providers, and educational institutions to support students' academic and personal needs. Partnerships with Central California Legal Services, Fresno City College, and the Central California Food Bank ensure that students receive comprehensive support to succeed in their education and personal lives.

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), California Government Code 12760)

Fresno EOC has approximately 585 partnerships with other community service providers both public and private. These partnerships ensure services target low-income, minority communities that are disproportionately impacted by poverty while avoiding duplication of services and aligning funding. This is done through targeted outreach, locating concentrated areas of poverty throughout the county, data sharing, and listening to the voices of those communities.

Program and agency staff are in regular communication with other service providers to ensure services are maximized, and clients are referred to programs they may need. This helps avoid service duplication and ensures that resources are used in a more efficient way. 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. Programs such as SOUL (School of Unlimited Learning) Charter School and Sanctuary and Support Services also have locations in the target area of downtown Fresno City.

Community needs are identified by gathering information directly from target areas and through the agency's Board of Commissioners that provide the necessary insight and direction for program services to meet the needs of low-income populations. Advisory Committees made up of community members and stakeholders also inform projects and services that the programs deliver.

4. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. (CSBG Act Section 676(b)(3)(C))

The agency's 2023-2026 strategic plan outlines the approach used to leverage funding sources and to increase programmatic and organizational capacity.

Financial Structure and Support:

- Invest in financial systems and supports improving operations, functions, programs, and services.
- Significantly increase unrestricted funding for flexibility and stability.
- Create a funding evaluation tool to assess the cost-benefit of funding opportunities.

- Supplement financial gaps with flexible funding.

Program and Administrative Stabilization:

- Ensure stabilization of current programs and administrative structures, including staffing, alignment, evaluation plans, salaries, and benefits.
- Provide infrastructure stabilization for current programs to prepare for expansion into new programming areas.

Community Engagement and Responsiveness:

- Create consistent communication channels for community members to share experiences and ideas.
- Invest in technology to implement a data collection and analysis system to understand community needs and program effectiveness.

Advocacy and Partnerships:

- Increase visibility and influence to advocate for anti-poverty policies and legislation.
- Build and reinforce partnerships with elected officials, community agencies, and mission-aligned organizations to influence and advocate for policy changes.
- Develop a Community Relationship Management system to index external partners and stakeholders.

Staff Development and Support:

- Hire and train staff to embody Fresno EOC's values and advance its mission.
- Provide education on core competencies of organizational leadership and support tools to manage workload and improve morale and organizational culture.
- Invest in a consistent, equitable, and competitive compensation system.

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

In the event of a reduction in funding, Fresno EOC would modify program offerings, while also mitigating the impact on client service delivery. In the event of a severe reduction in funding, Fresno EOC will proceed with the following actionable steps:

- The CEO would provide notification to the Board of Commissioners
- With support from the Board, staff would identify other sources of funding (i.e. corporate and donor giving, private foundations, government) to close the financial gap and ensure minimal impact on program services
- Reassess the agency's capacity to determine what level of service is feasible with the reduction in funding
- Prioritize the highest needs identified from the community needs assessment and

community action plan

- Communicate any changes, pivots in client service delivery, and/or major staff reductions to the community through various methods (i.e. e-newsletter “Poverty Fighters”, agency website, social media, press release, press conference).

Through the diversification of funding, the agency reduces the risk of significant impact of funding reductions. During the fourth quarter (month of October) of every fiscal year, the agency plans the annual budget for the following calendar year. Through this fiscal planning process, the agency would identify any potentially significant loss of funding and begin the process of identifying other sources.

6. 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 EOC addresses the needs of youth in low-income communities and through several youth development programs:

Local Conservation Corps (LCC):

- Provides young adults (ages 18-26) with paid job training and educational opportunities.
- Offers hands-on experience in environmental conservation, including solar panel installation, hazardous fuel reduction, and trail maintenance.
- Supports Corpsmembers in earning college credits, high school diplomas, and certifications.

Valley Apprenticeship Connections (VAC):

- Prepares individuals for the workforce through an intense 12-week training program focused on the construction industry.
- Facilitates job placements and apprenticeships, leading to higher-paying positions and career advancement.

Workforce Connection Young Adult Program:

- Guides young adults (ages 14-24) along the pathway to education, training, personal development, and rewarding careers.
- Offers comprehensive services including job search and interview skills training, career counseling, workshops, and life skills coaching.
- Provides support for both in-school and out-of-school youth, ensuring they have access to education and employment opportunities.

Summer Internship Program:

- Targets high school graduates transitioning into postsecondary education.

- Offers mentorship opportunities with industry leaders, providing practical experience and career guidance.
- Helps students gain valuable work experience and build professional networks.

School of Unlimited Learning (SOUL):

- Provides a comprehensive and fully accredited educational experience to youth, offering an alternative to traditional large high schools.
- Offers both classroom-based and independent study options, with case management assistance to help students overcome educational obstacles.
- Leverages the agency’s wide array of resources to support the entire family, including Energy Services, Health Services, and Food & Nutrition Programs.

Fresno EOC promotes increased community coordination and collaboration through the following processes:

Strategic Partnerships:

- Collaborates with local businesses, educational institutions, and community organizations to create a network of support for youth development programs.
- Engages with employers to understand their hiring needs and tailor training programs to meet industry demands.

Comprehensive Support Services:

- Provides case management assistance to help youth overcome barriers to education and employment, such as lack of transportation, childcare, or housing.
- Offers wrap-around services including food assistance, health services, and financial literacy training to support overall well-being and stability.

Innovative Training Approaches:

- Utilizes technology and innovative training methods to enhance learning and skill development.
- Implements programs like the YouthBuild Charter High School of California, which combines academic education with vocational training.

Community Engagement:

- Organizes key community events to expand outreach and staffing, such as the Express Enrollment Fair and job fairs.
- Engages parents and community members as volunteers, fostering a supportive environment for youth development.

7. 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)

Fresno EOC promotes increased community coordination and collaboration in meeting the needs of youth through various innovative community-based youth development programs. These programs are designed to create supportive environments and provide essential resources for youth development:

Advance Peace Fresno:

- Implements healing-centered strategies to reduce gun violence through mentorship and conflict resolution.
- Provides peer support, creating violence-free zones.

Local Conservation Corps (LCC):

- Offers paid job training and educational opportunities for young adults (ages 18-26).
- Provides life skills training, job creation, and opportunities for earning college credits and high school diplomas.
- Engages youth in environmental conservation projects, promoting entrepreneurship and community service.

Valley Apprenticeship Connections (VAC):

- Supports the hiring needs of Central Valley's construction contractors through an intense 12-week training program.
- Prepares youth for the workforce, leading to higher-paying positions and fostering economic uplift.

Workforce Connection Young Adult Program:

- Guides young adults (ages 14-24) along the pathway to education, training, personal development, and rewarding careers.
- Offers job search and interview skills training, career counseling, and workshops.

School of Unlimited Learning (SOUL):

- Provides a comprehensive and fully accredited educational experience with both classroom-based and independent study options.
- Offers case management assistance, life skills coaching, and free meals through the School Lunch Program.

Foster Grandparent Program:

- Engages older adults in mentoring and supporting children and youth, fostering intergenerational connections.
- Provides emotional literacy workshops and senior tech training, enhancing community engagement and support.

LGBTQ+ Resource Center:

- Offers a safe space and expert guidance on resources, including STI screenings, gender-affirming care, and housing assistance.
- Provides peer support groups, social and emotional support, and competency trainings to create inclusive environments.

Strategic Partnerships:

- Fresno EOC collaborates with local and state partners to address the growing needs of the community and fight poverty.
- Partnerships with organizations like PG&E, Target, Costco, and local schools enhance the reach and impact of youth programs.

Community Events:

- Organizes key community events such as the Express Enrollment Fair and job fairs to streamline enrollment and recruitment processes.
- Hosts events like “Candy Cane Xpress” to deliver holiday cheer and support to low-income families.

Innovative Solutions:

- Implements technological advancements like CAP60, a central intake system, to enhance efficiency and data management.
- Incorporates ROMA (Results Oriented Management Accountability) training to evaluate and refine services for impactful support.
- Fresno EOC is the Safe Place program administrator for Fresno County through its Sanctuary and Support Services division. This program offers immediate assistance and safety to youth in crisis by connecting them with a network of designated Safe Place sites, including schools, businesses, and community centers.

8. Describe your agency’s 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)

Fresno EOC coordinates employment and training activities through targeted programs designed to enhance employment prospects and foster economic uplift in the community:

Local Conservation Corps (LCC):

- Provides young adults (ages 18-26) with paid job training and educational opportunities.
- Offers hands-on experience in environmental conservation, hazardous fuel reduction, and trail maintenance.
- Supports Corpsmembers in earning college credits, high school diplomas, and certifications.

Valley Apprenticeship Connections (VAC):

- Prepares individuals for the workforce through an intense 12-week training program focused on the construction industry.
- Supports the hiring needs of Central Valley's construction contractors by providing skilled and trained workers.
- Facilitates job placements and apprenticeships, leading to higher-paying positions and career advancement.

Workforce Connection Young Adult Program:

- Guides young adults (ages 14-24) along the pathway to education, training, personal development, and rewarding careers.
- Offers comprehensive services including job search and interview skills training, career counseling, workshops, and life skills coaching.
- Provides support for both in-school and out-of-school youth, ensuring they have access to education and employment opportunities.

Summer Internship Program:

- Targets high school graduates transitioning into postsecondary education.
- Offers mentorship opportunities with industry leaders, providing practical experience and career guidance.
- Helps students gain valuable work experience and build professional networks.

Strategic Partnerships:

- Collaborates with local businesses, educational institutions, and community organizations to create a network of support for employment and training activities.
- Engages with employers to understand their hiring needs and tailor training programs to meet industry demands.

Comprehensive Support Services:

- Provides case management assistance to help individuals overcome barriers to employment, such as lack of transportation, childcare, or housing.
- Offers wrap-around services including food assistance, health services, and financial literacy training to support overall well-being and stability.

Innovative Training Approaches:

- Utilizes technology and innovative training methods to enhance learning and skill development.
- Implements programs like the YouthBuild Charter High School of California, which combines academic education with vocational training.

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

Fresno EOC provides emergency supplies and services, nutritious foods, and related services to counteract conditions of starvation and malnutrition among low-income individuals through a variety of targeted programs and initiatives.

Food Distribution:

- Distributes essential food commodities, including fresh produce, bread, beans, rice, pasta, and other nutritious foods to low-income families in rural and inner-city areas.
- Operates nine distribution sites across Fresno County, serving 13,942 households.

Food Services Home Delivery:

- Offers a convenient and affordable solution for individuals who may need help preparing their own meals daily.
- Provides home-delivered meals to 1,200 homebound seniors, producing 528,410 senior meals and serving 321,053 homebound senior meals.

Summer Meals for Kids:

- Provides free nutritious meals for children and disabled individuals during the summer break.
- Operates two Food Express Buses serving rural locations and numerous physical sites, serving 445,503 meals to 1,616 children.

Women, Infants & Children (WIC):

- Provides healthy food, nutrition education, breastfeeding support, and family referrals to resources for over 27,000 women, children, and families in Fresno County.
- Distributes books to improve literacy and promote child development through the Books for Kids initiative, with 32,377 books distributed in 2023.

Community Health Center:

- Offers education, counseling, and treatment services to adults and teens at risk for unintended pregnancy and sexually transmitted infections.
- Provides transportation to teens for clinic appointments and administers rapid STI tests at various locations.

Dental Health & School-Based Sealant Program:

- Provides dental and oral health services to low-income families during in-school sessions and community outreach events.
- Offers education, screenings, linkages to quality dental homes, and preventative services such as fluoride varnish to children.

Energy Services:

- Assists low-income households with utility payment assistance to prevent disconnection or restore service.
- Provides weatherization measures to improve safety and energy efficiency, benefiting over 10,000 households annually.

Sanctuary & Support Services:

- Offers transformative housing solutions, from emergency to permanent options, using a Housing-First approach.
- Provides outreach services, housing navigation, and permanent housing support to individuals facing homelessness.

Foster Grandparent Program:

- Engages older adults in mentoring and supporting children and youth, fostering intergenerational connections.
- Provides emotional literacy workshops and senior tech training, enhancing community engagement and support.

10. Is your agency a dual (CSBG and LIHEAP) service provider?

- Yes
- No

11. For dual agencies:

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), State Plan 9.5)

For all other agencies:

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

Fresno EOC manages the emergency energy crisis intervention program and collaborates with a wide range of partners, including government entities, community-based organizations (CBOs), funders, and private associations, all dedicated to improving the living conditions in Fresno County. The agency also work closely with non-profit organizations and social service providers to identify

and assist households in need. By sharing resources, information, and referrals, the agency ensures that eligible households receive timely assistance. These partners include, but are not limited to:

- City and County governments
- Chambers of Commerce
- Faith-based organizations
- Educational institutions
- Central Valley Community Foundation
- United Way and other local CBOs like Centro La Familia, Proteus, American Red Cross, Salvation Army
- Fresno Regional Workforce Investment Board
- Health agencies and hospitals
- Housing providers (such as the Housing Authority and local CBOs that provide housing)

Fresno EOC continues to be the forefront of energy crisis intervention by administering emergency energy assistance programs. Currently, we manage Low-Income Home Energy Assistance Program (LIHEAP), Department of Energy (DOE) Weatherization Assistance Program (WAP), and DOE Bipartisan Infrastructure Law (BIL) in Fresno County. Under the LIHEAP program emergency energy assistance to households facing energy crises is provided. The agency coordinates with utility companies and other service providers to expedite aid to those in urgent need, preventing disconnections and ensuring continued access to essential services.

12. Describe how your agency will use funds to support innovative community and neighborhood-based initiatives, which may include fatherhood and other initiatives, with the goal of strengthening families and encouraging effective parenting. (CSBG Act Section 676(b)(3)(D), State Plan 14.3d)

Fresno EOC currently funds a variety of innovative and community-based initiatives aimed specifically at strengthening families and parents.

Community-directed programs and services:

- Creating programs and services that respond to changing community priorities, providing support for immediate needs and infrastructure for wealth generation.

Holistic Support:

- Providing for the whole person, understanding that poverty impacts the community in multiple ways.

Advocacy:

- Amplifying community voices, particularly those experiencing poverty, to lead to changes that disrupt systemic poverty.
- Specific activities will include creating community spaces, participating in collaborative

initiatives, increasing direct outreach, investing in technology, building and reinforcing partnerships, and forming coalitions.

Below are some examples of initiatives the agency will use funds to support:

WIC Program:

- **Baby Showers:** Sponsored by Cal Viva Health, these events provide supplies, refreshments, giveaways, and strollers, along with breastfeeding education to new parents.
- **WIC EBT Cards:** Accepts farmers market purchases by families to encourage healthy eating and support local agriculture.
- **Breastfeeding Support:** Provided by 37 lactation specialists through hands-on support, breastfeeding classes, and virtual meetups.
- **Community Partnerships:** Collaborations with organizations like Anthem Blue Cross, California Health Collaborative, Central California Food Bank, and Fresno Community Regional Medical Center to provide additional resources such as postpartum depression prevention programs, perinatal mental health resources, disposable diapers, and breastfeeding counseling.
- **Fatherhood Initiatives:** The program acknowledges the importance of father involvement where the presence of fathers in the WIC staff has made the services more relatable and supportive for single fathers.

Health Services:

- **Adolescent Health Project:** This initiative focuses on reducing unwanted pregnancies and increasing reproductive health knowledge among youth. It provides comprehensive sexual health education, case management services for pregnant and parenting teens, and promotes healthy relationships and communication.
- **Community Health Center:** This Title X-funded clinic offers low-cost and no-cost family planning and reproductive health services, including education, outreach, counseling, STI testing and treatment, and contraception. It also provides prenatal care and regular follow-ups to ensure the health of expecting parents.
- **Dental Services:** The program addresses the dental health needs of children in Fresno County through drive-through fluoride varnish events, school-based sealant programs, oral health education, and care coordination. These services aim to improve dental health and increase access to dental care for underserved communities.
- **Community Engagement Program Partnerships:** The program collaborates with various schools and community organizations to implement comprehensive sex education and dental services, ensuring that these initiatives reach a wide audience and have a significant impact on the community.

Advance Peace Fresno Program

- Providing mentorship and human resources to at-risk youth ages 9-30.
- Offering mental health services and counseling to help participants recognize and cope with

their traumas.

- Engaging in community conflict mediation and street outreach to address and prevent violence.
- Collaborating with various community partners to address food insecurity, housing stability, and employment opportunities.

Head Start 0-5

- **Fatherhood Initiatives:** The program has a successful Fatherhood annual conference that engages fathers in their children's education, promoting effective parenting and family involvement.
- **Parent Engagement and Training:** The program recognizes parents as the child's first teacher and partners with them to enhance learning opportunities both at school and home. This includes providing training for parents throughout the school year.
- **Community Partnerships:** Collaborations with various community organizations such as the Fresno County Superintendent of Schools, Central Valley Regional Center, Catholic Charities, and others help provide comprehensive support services to families, including health, nutrition, education, and social services.
- **Technology Integration:** The program has moved towards becoming paperless, with digital applications and online referrals, making it easier for families to access services and stay informed about program activities.

Advancing Fresno County Guaranteed Income Program

- This program is a pilot initiative aimed at alleviating poverty in specific areas of Fresno County. Launched in July 2024, the program provides a monthly, unrestricted cash payment of \$500 for one year to 150 qualifying households. The selected families reside in the 93706 ZIP code in southwest Fresno and the 93234 ZIP code in Huron, areas identified as having high rates of concentrated poverty.
- **Program Objectives:** The initiative aims to empower families by providing financial stability, thereby enabling them to address immediate needs, reduce economic stress, and improve overall well-being. By offering unconditional financial support, the program seeks to enhance the quality of life for participants and contribute to the reduction of poverty in the targeted communities.

13. 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)

Fresno EOC addresses service gaps and develops linkages by providing information, conducting referrals, case management, and follow-up, all aligned with the ROMA Logic Model process. This strategy is part of the agency's strategic plan for 2023-2026.

Information Dissemination:

- Fresno EOC regularly conducts needs assessments to identify community priorities, ensuring services are responsive to the evolving needs of the target community. This

process allows the agency to identify and fill service gaps.

- The agency actively engages with the community through surveys, meetings, and direct outreach, ensuring alignment with the needs and preferences of the community.

Referrals:

- The agency uses a centralized intake system that streamlines referrals, enabling clients to access multiple services through a single point of contact. This system also supports the ROMA process by ensuring client needs are accurately assessed and addressed.

Case Management:

- The agency provides integrated services such as health support, education, and housing assistance to address clients' diverse needs, ensuring a holistic approach to problem-solving. Each client receives personalized case management to guide them toward self-sufficiency and improved well-being.
- Fresno EOC follows the ROMA Logic Model process, which emphasizes clear goals, measurable outcomes, and continuous monitoring of client progress. This model helps ensure that interventions are effective and contribute to long-term success.

Customer Satisfaction Surveys:

- Fresno EOC regularly administers customer satisfaction surveys to gauge the effectiveness of services and gather valuable insights from clients. This feedback helps the agency refine programs, identify areas for improvement, and ensure that client needs are consistently met.
- The results from these surveys are integrated into the ROMA Logic Model's feedback loop, so that client satisfaction and the effectiveness of the services are continually assessed and enhanced.

Follow-Up:

- Through regular follow-up check-ins, case managers assess the ongoing needs of clients and adjust service plans as necessary to ensure clients remain on track toward achieving their goals.

Monitoring

ROMA – Planning, Evaluation

1. 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, issuance of formal monitoring reports, and emergency monitoring procedures.

All programs complete requests for proposals, create memorandum of understanding or service agreements with subcontractors above \$150,000. Fresno EOC subcontractor oversight is a vital part of our subcontract agreement with each subcontractor. Programs establish agreements with subcontractors, and program directors monitor compliance, employing both onsite and desk reviews for progress reporting and billing. The Finance Department approves invoices and processes payment for distribution, ensuring compliance. The Internal Auditor also conducts routine and scheduled monitoring, as required.

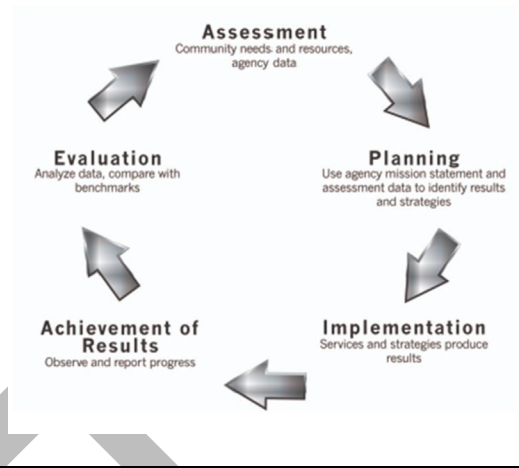
The agency has multiple subcontractor contracts outlining duties and responsibilities. Desk reviews are conducted monthly for shorter-term projects and quarterly for multi-year contracts. Programs, such as our Energy Services and Sanctuary & Support Services, are required to conduct onsite and desk reviews as a part of funding requirements from State of California, Department of Community Services and Development (CSD) and Governor's Office of Emergency Services (CalOES), respectively. Desk reviews consist of financial, administrative, and programmatic requirements. Onsite reviews are conducted, as needed, to inspect project milestones. In the event that deficiencies are identified, Fresno EOC creates a corrective action plan with the subcontractor to address specific areas of concern from the monitoring process. Depending on the severity of the corrective actions required, timelines and follow-ups are set up to ensure progress is made to correct deficiencies.

ROMA Application

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

ROMA – Planning, Evaluation



1. Describe how your agency will evaluate the effectiveness of its programs and services. Include information about the types of measurement tools, the data sources and collection procedures, and the frequency of data collection and reporting. (Organizational Standard 4.3)

Fresno EOC utilizes numerous tracking software for delivered services. This data is analyzed to determine if contractual obligations are met and whether clients had a change in their condition that led them to seek out services. Programs measure these changes by collecting client attestation forms, client follow-ups/appointments, attendance logs for training/coaching sessions, service utilization reports, local service provider data sharing and client satisfaction surveys.

The agency has implemented several tools and processes that report program achievements. Among these reports are the strategic program progress reports that were recently presented at a CalCAPA conference. These reports reflect the services and outcomes achieved, current community partners, logic models, and the programs alignment with ROMA and the CSD annual report services and indicators. The agency has also completed program specific dashboards that can be found on agency websites. This is a work in progress and there are additional dashboards that are in the process of being built.

As a part of continuous improvement goals for the agency, future performance scorecards will be tied to program dashboards so all pertinent program data can be reviewed.

2. Select one need from Table 2: Priority Ranking Table and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (Organizational Standard 4.2)

Need: Families Lack Nutritious Food

Implementation Plan

Nutritional Education and Resources:

- Provide educational sessions on nutrition and healthy eating habits.

- Distribute materials that offer guidance on meal planning and budgeting for nutritious food.
- Offer cooking classes and workshops on preparing healthy meals.
- Provide medically tailored meals for prescribed customers
- Provide nutrition assessments and counseling by a Registered Dietitian

Food Assistance Programs:

- Connect families with local food assistance programs and resources including Fresno EOC's food distribution program.
- Assist families in applying for food benefits and accessing food pantries.
- Distribute nutritious food packages to families in need.

Community Partnerships:

- Partner with local organizations to provide fresh produce and other nutritious food options.
- Organize community events that focus on healthy eating and cooking demonstrations.

Monitoring Progress

Documentation and Tracking:

- Keep records of educational sessions and the number of families accessing food assistance programs.
- Track participation in community events and partnerships.

Regular Staff Meetings and Supervision:

- Hold monthly staff meetings to review progress and discuss challenges.
- Provide regular supervision and support to staff involved in food assistance programs.

Activity Updates:

- Provide quarterly updates on food assistance activities and outcomes to program directors.

Evaluation

Outcome Measures:

- Monitor the number of families accessing nutritious food and their reported improvements in diet via software such as WIC Wise.
- Track the effectiveness of educational sessions and community partnerships.

Program Review and Quality Assurance:

- Conduct an annual review of the food assistance program to assess impact and identify improvements.
- Include activities in the agency's internal quality assurance plan and address deficiencies

through quality improvement activities.

Participant Feedback:

- Collect feedback from participants to assess the effectiveness of the food assistance and educational support provided.

Optional

3 . Select one community level need from Table 2: Priority Ranking Table or your agency's most recent Community Needs Assessment and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (CSBG Act Section 676(b)(12), Organizational Standard 4.2)

Need: Community lacks access to healthcare

Implementation

Community Health Worker (CHW) Initiative:

- Train and deploy CHWs who are familiar with the local community and can provide culturally competent support. CHWs can help patients navigate the healthcare system, make appointments, and understand medical conditions and treatments.
 - CHWs can also conduct outreach and education, helping individuals understand the available services, such as Medi-Cal, and connect them to healthcare providers.

Community Supports Initiative:

- Provide non-medical services to address social determinants of health (e.g., housing, food insecurity, transportation). For instance, the agency could offer free transportation to medical appointments or help families access medically tailored meals.

Enhanced Care Management (ECM) Initiative:

- Offer comprehensive care coordination for individuals with complex healthcare needs. Case managers can oversee the patient's care and help connect them to a wide range of healthcare services, from medical appointments to behavioral health and social support services.

Monitoring Progress

Electronic Health Record System (eClinicalWorks):

- Fresno EOC will use eClinicalWorks (ECW) for clinical documentation and tracking of care coordination activities.
- This system will help monitor the engagement activities carried out by CHWs, including referral data, interactions, and client outcomes.

Cap 60 System:

- This internal platform will monitor internal referrals and generate detailed reports on the

services provided by CHWs.

Evaluation

Data Collection and Reporting:

- Collect data through ECW and Cap 60.
- This data will be used to develop structured reports and gather client feedback.
- Utilize key indicators to track change and improvements in a client's health and use of health services.

Client Feedback:

- Feedback from clients will be communicated back to Managed Care Plans (MCPs) to foster opportunities for ongoing improvement in the CHW program.
- Client satisfaction data will be collected and reported to program directors and the agency board.

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Federal CSBG Programmatic Assurances

CSBG Act Section 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--

- a. 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);
- b. to secure and retain meaningful employment;
- c. 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;
- d. to make better use of available income;
- e. to obtain and maintain adequate housing and a suitable living environment;
- f. to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent individual and family needs;
- g. to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots
- h. 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.

State Assurances

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.

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.

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.

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.

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 4.2 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.

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Part III: 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, the Low-Income Testimony and the Agency’s Response document, and a copy of the most recent community needs assessment as appendices A, B, and C, respectively. Other appendices as necessary are encouraged. All appendices should be labeled as an appendix (e.g., Appendix A: Notice of Public Hearing) or separated by divider sheets and submitted with the CAP.

Document Title	Appendix Location
Notice of Public Hearing	A
Low-Income Testimony and Agency’s Response	B
Community Needs Assessment	C