

2024/2025

Community Needs Assessment and
Community Action Plan

California Department of Community Services
and Development

Community Services Block Grant



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Introduction

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

Purpose

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

Federal CSBG Programmatic Assurances and Certification

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

State Assurances and Certification

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

Compliance with CSBG Organizational Standards

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138](#) dated January 26, 2015, CSBG agencies will comply with implementation of the Organizational Standards. CSD has identified the Organizational Standards that are met through the completion of the CAP and the CNA. A list of Organizational Standards that will be met upon completion of the CAP can be found in the Organizational Standards section of this template. Agencies are encouraged to utilize this list as a resource when reporting on the Organizational Standards annually.

What's New for 2024/2025?

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

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

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

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

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

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

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

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

Checklist

- Cover Page and Certification
- Public Hearing(s)

Part I: Community Needs Assessment

- Narrative
- Results

Part II: Community Action Plan

- Vision Statement
- Mission Statement
- Tripartite Board of Directors
- Service Delivery System
- Linkages and Funding Coordination
- Monitoring
- Data Analysis, Evaluation, and ROMA Application
- Response and Community Awareness
- Federal CSBG Programmatic Assurances and Certification
- State Assurances and Certification
- Organizational Standards
- Appendices

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

Agency Name	Sacred Heart Community Service
Name of CAP Contact	Amor Santiago
Title	Interim Director of Community Engagment
Phone	408 885-9071
Email	amors@sacredheartcs.org

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

May 15, 2023

Board and Agency Certification

The undersigned hereby certifies that this agency complies with the Federal CSBG Programmatic, and State Assurances as outlined in the CSBG Act and California Government Code, respectively for services provided under the Federal Fiscal Year 2024/2025 Community Action Plan. The undersigned further certifies the information in this Community Needs Assessment and the Community Action Plan is correct and has been authorized by the governing body of this organization. (Organizational Standard 3.5)

Melissa Morris		
Board Chair (printed name)	Board Chair (signature)	Date
Poncho Guevara		
Executive Director (printed name)	Executive Director (signature)	Date

Certification of ROMA Trainer/Implementer (If applicable)

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

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

CSD Use Only

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

Public Hearing(s)

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

State Statute Requirements

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

Guidelines

Notice of Public Hearing

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

Public Hearing

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) will be held in the designated CSBG service area(s).
3. Low-income testimony presented at the hearing or received during the comment period must be memorialized verbatim in the Low-Income Testimony and Agency's Response document and appended to the final CAP as Appendix B.
4. The Low-Income Testimony and Agency's Response document should include the name of low-income individual, his/her verbatim testimony, an indication of whether or not the need was addressed in the draft CAP, and the agency's response to the testimony if the concern was not addressed in the draft CAP.

Additional Guidance

COVID-19 poses unique challenges to fulfilling the public hearing requirement. CSD asks that agencies continue to adhere to state and local public health guidance to slow the spread of the virus and ensure public safety. The health and safety of agency staff and the communities you serve is paramount. Therefore, for the purposes of fulfilling the public hearing requirement on the draft CAP, agencies may conduct the public hearing in-person, remotely, or using a hybrid model (in-person and remotely) based on the public health protocols in place in their communities.

Public Hearing Report

Date(s) of Public Hearing(s)	June 15, 2023
Location(s) of Public Hearing(s)	Sacred Heart Community Service 1381 S. First St., San Jose, CA 95110
Dates of the Comment Period(s)	May 30 - June 15, 2023
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	
Date the Notice(s) of Public Hearing(s) was published	May 30, 2023
Number of Attendees at the Public Hearing(s) (Approximately)	

Part I: Community Needs Assessment

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Helpful Resources

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

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

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

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

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

Community Needs Assessment Narrative

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

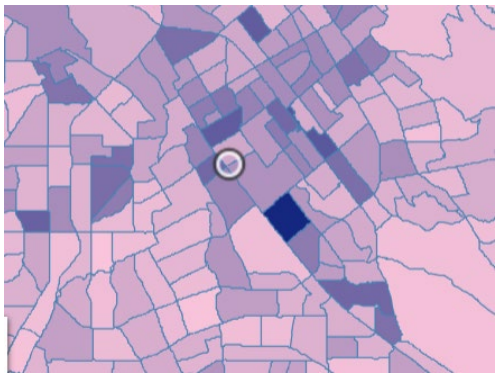
Organizational Standards 1.1, 1.2, 1.3, 2.2, 3.2, 3.3, 3.4

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

Gender, Age, Race/Ethnicity – tied to question 2 in Service Delivery

Demographic data from the U.S. Census Bureau was utilized. We also used data from the 2022 American Community Survey. These allowed us to understand poverty trends in our County in comparison to the State and the Nation, by age, gender, and race/ethnicity. The cost of living in Santa Clara County is very high and we utilized the Self-Sufficiency Standard (SSS) data from the Center for Women’s Welfare at the University of Washington, School of Social Work. The Federal Poverty level is very low relative to the cost of living in the County. The SSS is a more realistic measure of need than the federal poverty level, the SSS creates “bare bones” family budgets that detail the minimum amount of income required by families to meet their basic needs without public or private assistance. Employment Data was retrieved from the U.S. Bureau of Labor Statistics.

We also utilized the 2023 Silicon Valley Index conducted by Joint Venture Silicon Valley Institute for Regional Studies. This non-partisan, non-government report provides in-depth data about trends in demographics, the economy, education, health, safety, housing, transportation, environment, and governance. Information regarding rent-burdened households was obtained from



the National Low Income Housing Coalition which produced reports on poverty, per capita income and median household income by Congressional Districts in our County. We utilized Feed America data on food insecurity

We also used data from the County of Santa Clara, Public Health Department to map low-income areas in San Jose, the apparent center is the location of Sacred Heart’s essential services of food and clothing, with additional smaller pockets in Campbell as seen by darker shades in census tracts. Gilroy is South County is not shown.

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

Sacred Heart Community Service (SHCS) serves Santa Clara County, which is at the southern end of the San Francisco Bay and encompasses a fertile Santa Clara Valley that runs the length of the county from north to south, as well as salt marshes and wetlands adjacent to the waters of the Bay. It is sometimes referred to as Silicon Valley due to the origination of large technology companies in

the area, which have come to exacerbate the economic disparities in the region, methodically pushing out middle and low income individuals and families over the last two decades. It is the largest of the nine Bay Area counties, with a population of nearly 1.87 (Quick Facts C.B.) million in one of the largest, 6th in the state (following Los Angeles, San Diego, Orange, Riverside and San Bernardino Counties). Santa Clara County is the 4th most expensive county in which to live after Marin, San Francisco and San Mateo. There are 15 cities of which San Jose is the largest city in the County, with a population of nearly one million, and is the administrative site of the County Government. Nearly 92% of the population lives in cities. As a result of the COVID-19 pandemic, population continues to decline throughout the region where the cost of housing and living keeps rising, inflation over the last 12 month period has been 5% overall with food impacted the most at 7.% change. In 3rd Quarter FY2023, more than 92% of those served by SHCS were from San Jose, followed by 2% or less each in Campbell and Santa Clara, Gilroy, Sunnyvale, Milpitas, and Mountain View.

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

Federal Government/National Data Sets

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

Local Data Sets

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

California State Data Sets

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

Surveys

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

Agency Data Sets

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

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

Center for women's Welfare, University of Washington, School of Social Work

Census Reporter

Feeding America

Joint Venture Silicon Valley: 2023 Silicon Valley Index

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

Surveys

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

Interviews

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

Focus Groups

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

X Community Forums

- Asset Mapping**
- Other**

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

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

Quantitative data: surveys of 6,745 SHCS clients and 33 organizations. Some qualitative write-in questions were included in the organizational survey. See Appendix C for a list of questions. A summary of the responses by sector is provided below. Qualitative data: Sacred Heart Community Service facilitates twelve committees comprised of people impacted by community problems as well as a functional Leadership Council that is comprised of representatives of said committees. In our work with them at each individual committee level, we identify major issues affecting their lives and engage them as partners in identifying solutions and strategizing for an expansion of community engagement. These discussions help to define opportunities for shared learning and community action campaigns. In concert with this ongoing series of activities, multilingual focus groups were hosted multiple times in Economic Empowerment settings, Family Assistance and Energy Assistance programs in effort to weigh member satisfaction and input on how Sacred Heart can continue to improve access to programs and services in the areas of jobs and asset development, rental and deposit assistance, and utility assistance services. These sessions have resulted in a myriad of process improvements including changing language in program applications, incorporating new technologies and access points for dropping off applications, and revised websites and outreach efforts.

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

We asked 502 people from community-based organizations, faith-based organizations, public sector, and educational institutions to take our community needs survey. Thirty-three people responded, representing 33 organizations provided usable data. Of the 33 respondents, 28 provided services county-wide, and 30 provided services directly to individuals or families. There were 2 public agencies and 2 faith-based organizations, and 1 educational nonprofit organization. The number of organizations whose clients were majority low-income was 25, 12 of these serve 90-100% low-income clients. A list of questions asked that provided quantitative and qualitative information can be found in Appendix C. Following is a brief analysis of the data gathered from each sector followed by a summary of how SHCS used the information collected in the survey to inform the Community Action Plan.

A. Community-based organizations There were 25 survey respondents from community-based organizations, nonprofit organizations providing a wide variety of services from youth homelessness to mental health services to adult day services. Together they identified the issues ranked in order from 1 to 5 as Housing, Low-Wage Jobs, Food and Nutrition, Health and Childcare. Among all respondents, Crime and Safety was ranked lowest of challenges along with lower ranked Education and Transportation. Community-based organizations that provided services related to any of those 10 challenges ranked those issues number 1 or number 2. Given the diversity of experience, and services offered as an aggregate they ranked their top five in order from highest to lowest, Housing, Low-Wage Jobs, Food and Nutrition, Health and Childcare. Many of the organizations expressed concern about post-pandemic funding and funding cuts. Many concerned with health expressed the need for mental health services as a result of the pandemic. Low-paying jobs was cited as problematic with increasing rent as well as lack of childcare availability and affordability.

B. Faith-based organizations Two of the three faith-based respondents provide food and/or essential service that included clothing. Food and nutrition was the number 1 ranked challenge identified by these along with lack of Jobs, Immigration, Health and Education as the following 4 challenges. The third faith-based organization was a multi-services organization that ranked Housing as the first issue in its ranking with both jobs challenges, Lack of Jobs and Low-Wage Jobs next. Immigration was fourth and Childcare was 5th. Interestingly, unlike respondents over all, Housing was ranked 6th. This provider was concerned about potential funding cuts and administrative and payment structures in the area of behavioral health, while expressing optimism about collaboration efforts. Bridge to Recovery was particularly cited as having the potential to facilitate collaboration among safety net and employment providers.

C. Private sector (local utility companies, charitable organizations, local food banks) Two of the private sector nonprofits were focused on regional economic development and employment advocacy. One of these organizations issues and annual regional report used as part of this community needs assessment, the Silicon Valley Index 2023 is themed on “people, economy, society, place, and governance.” The ranking and challenges identified were Housing, Low-Wage jobs, Childcare, Immigration and Health. One organization’s leader expressed that, “What remains are the region’s gaping disparities, and the developments of late have only exacerbated them. Pay rates for people performing the noble (and necessary) in-person functions haven’t come close to keeping pace with inflation. The growth in the daily number of meals our food banks are serving is astonishing. Despite herculean efforts, our unhoused population continues to rise.”

D. Public sector (social services departments, state agencies) There were 2 public agencies that responded to the survey. Both of these respondents had either an emphasis or ranking on Immigration as the top issue or focus of their work. To follow this, in order with Low-Wage Jobs, Education, Childcare and Housing. Affordable housing, vocational/training programs for employment were identified along with the need to address the intersectionality of disability and race, and work to create awareness of the disparities for marginalized, underserved communities who are affected both by a disability and a minority status. Currently, we are building a stronger agenda to address racial justice and disability.

E. Educational institutions (local school districts, colleges) One of the respondents was an education nonprofit that provides job training and skills development. Not surprisingly, Education was the number ranked issue for this organization whose youth are low-income. But to follow in rankings were Housing, Lack of Jobs, Childcare and Health.

9. “Causes of poverty” are the negative factors that create or foster barriers to self-sufficiency and/or reduce access to resources in communities in which low-income individuals live. After review and analysis of the data, describe the causes of poverty in your agency’s service area(s). (Organizational Standard 3.4)

The causes of poverty are related the same 5 major challenges identified by both community-based providers, Food and Nutrition, Housing, Childcare, Health and Low-Wage/Lack of Jobs. The are interrelated as costs go up and income fails to keep up with increases in Housing and Food and Nutrition costs. The lack of affordable housing is the biggest driver of poverty in our county. The range in the local Congressional Districts of rent burdened residents were from 19% to 26% representing nearly 98,000 households. Rents in Santa Clara County increased 6.3% between Q4 2020 and Q4 2021. Food costs in this past 12 months from April 2023 were up 7.7%, with an inflation average increase of 5.5% for all categories. Feeding America has identified a population of 135,030 (7% rate) in Santa Clara County as food insecure, with the rate of 4.7% in children 0-17, and for the County an average meal cost of \$4.40. Inability to buy nutritious food, and pay energy and utility bills, bring risks of poverty to households.

10. “Conditions of poverty” are the negative environmental, safety, health and/or economic conditions that may reduce investment or growth in communities where low-income individuals live. After review and analysis of the data, describe the conditions of poverty in your agency’s service area(s). (Organizational Standard 3.4)

As costs continue to outpace wages, more and more people will be an emergency away from long-term financial precarity. Santa Clara County and San Jose is at the heart of Silicon Valley. The pandemic has dissipated some concentration of workforce as more companies adjust to post-pandemic levels, and workers can not only work productively remotely, but also away from the region and even the state. For the average home rental of \$2,368, in order for this situation to not be classified as rent-burdened, it would require an income over \$113,000. Santa Clara County was the fourth most expensive of California counties in 2021, only after three other nearby Bay Area counties (San Mateo, Marin, and San Francisco). The income and wealth divide in this region actually increased by 5% in 2021 when it was lessening in the State and nation (down 1% AND 3% respectively.) The unemployment rate in Santa Clara County is very low at 3.3% and it is lower than the state and the nation. There were 35,782 unemployed within a total labor force of 1.09M.

Fortunately, we are in a County that has a robust community-based health care system that has invested in access and quality, along with a robust coordination system between community health centers offering primary care, government primary care clinics and the public health department. This access counters what might be another condition of poverty, that is, being uninsured. In our County, of those who were at FPL<138% (120,155) - the threshold for Medi-Cal, only 18,881 were uninsured. While insurance for almost all residents in the county is in place, barriers such as transportation may impact good health and outcomes for low-income residents.

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

Sacred Heart Community Service uses a customer satisfaction survey developed by the Fund for Shared Insight called "Listen for Good." We began to systematically collect customer satisfaction surveys in 2017. Since then we have reported customer satisfaction to our Program and Strategy committee of the board as well as the entire Board of Directors once per year.

Community Needs Assessment Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

State Plan 14.1a

Table 1: Needs Table

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

Needs Identified	Level	Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Food and Nutrition	Family	Y	Y	Y
Housing	Community	Y	Y	Y
Childcare	Community	Y	N	N
Lack of Jobs	Community	Y	Y	Y
Health	Community	Y	N	N

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

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

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

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

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

Table 2: Priority Ranking Table

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

Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category	Why is the need a priority?
1. Housing	<p>Sacred Heart Community Service is the county-wide coordinator of our Homelessness Prevention System and offers HPS services directly to our members. This service provides emergency assistance to households facing eviction as well as first month's rent and security deposits for households securing new housing. We measure whether households sought out any emergency shelter or homeless services since receiving the funds. Sacred Heart Community Service also facilitates two committees of community leaders to fight for housing policy change.</p>	FNPI 4 (b,e,h)	<p>Housing costs in Santa Clara County is very high, for those with income at or below 50% of AMI, 495 are rent burdened and there is a deficit of over 26,000 affordable and available units in a sample congressional district encompassing much of our service area.</p> <p>The average monthly rent in San Jose is \$2,848.</p>
2. Food & Nutrition	<p>Our members (clients) receive full pantry services including dry goods, bread, produce, eggs, meat, and milk. The quantity of food is matched to family size. Due to increased pricing and demand, recently, the proteins are no longer given together but alternate weekly depending on supply. Since March 2020, clients have been able to come to SHCS once per week to receive full pantry services. La Mesa Verde urban gardening program is a mutual support network that has continued to help families learn to garden, providing them with raised garden beds and free plants that bear supplemental organic fruit and vegetables.</p>	Pantry (SRV5jj) LMV (SRV 5ff, 5gg)	<p>When approximately 7,000 new members in the 15 month period beginning January 2022 -March 2023 responded to a survey ranking 10 issues on intake, Food & Nutrition ranked number 1 before Housing ranking #2.</p> <p>On survey of community organizations, providers and stakeholder organizations. Food & Nutrition ranked #3.</p> <p>Inflation in Food Cost was nearly 7.7% (12-month percent change, April 2023).</p>

			The food insecure population of children in Santa Clara County is 19,760, a 4.7 food insecurity rate, among a total food insecure population of 135,030.
3. Employment	Our job link program helps people find employment, file tax returns, and increase financial health via opening savings accounts and increasing assets. While some services shifted toward virtual or over the phone services in this program as a result of the pandemic, the program has largely continued to operate throughout.	FNPI 1 (b,c,d,e,f,h.3)	While unemployment is very low in Santa Clara County at 3.3%, among members ranked Lack of Jobs as #4 among 10 issues and community organizations, providers and stakeholder organizations ranked Low-Wage Jobs as #2. There were nearly 36,000 unemployed in the County as of April 2023.
4. Income Support	SHCS also supplements income as the county agency administering LIHEAP and LIHWAP. A Volunteer Income Tax Assistance Program (VITA) in conjunction with United Way Bay area.	SRV3 (b,c,l,o)	The top 4 issues ranked by members were Food Nutrition, Housing, Childcare and Lack of Jobs. Among community organizations, providers and stakeholder organizations housing ranked the same issues as members except Low-Wage Jobs were listed instead of Lack of Jobs as a priority in the top 5.

Agency Priorities: Rank your agency's planned programs, services and activities to address the needs identified in Table 1 as agency priorities.

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

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

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

Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

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

Vision and Mission Statement

1. Provide your agency's Vision Statement.

Our vision is: A community united to ensure every child and adult is free from poverty.

2. Provide your agency's Mission Statement.

Our mission is to build a community free from poverty by creating hope, opportunity and action. We provide essential services, we work together to improve our lives, organize for action and inspire our community to love, serve and share.

Tripartite Board of Directors

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

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

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

In 2020, the Board of Directors directed staff to convene a new virtual advisory committee to seek direction and insights from community leaders on how the organization could take additional steps toward sharing power and lifting constituent voice to ensure our strategies and campaigns both reflect the vision of our constituents and continue to combat all forms of social oppression. Nine committees of our members working on issues ranging from affordable housing to parent advocacy to urban gardening sent representatives to weigh in. Together, they developed the first SHCS Leadership Council in January 2021, serving as a formal committee of committees of our membership.

In the spirit of accountability, shared power, and solidarity, all voting members of the SHCS Leadership Council agree to commit to each other that we are:

- Committed to building solidarity among the Sacred Heart community.
- Actively involved in a Sacred Heart committee that has been meeting consistently for at least 6 months and whose membership consists of a majority of people directly impacted by the issues being addressed OR are actively involved in a "Sacred Heart solidarity committee," which:
 - Frequently reviews and trains members on the social justice context for their shared work; AND
 - Has built-in structural accountability to the impacted group.
- Appointed or elected by the members and staff of our committee.
- Committed to representing our committee at a minimum of 80% of SHCS Leadership Council meetings for the duration of at least one Council term of one year (may renew up to 3 terms).
- Committed to striving toward consensus, but willing to participate in all group decisions

through majority vote as deemed appropriate.

The SHCS Leadership Council merges its meetings with the Board of Directors Program and Strategy Committee quarterly, reviewing a range of structural accountability measures together. Examples include a convening of an annual Solidarity Summit of local community volunteers and leaders who are committed to addressing the causes and impacts of poverty in Santa Clara County, as well as review of program operating plans, engagement strategies, and inclusive budgeting practices. Currently there are 3 representatives of the SHCS Leadership Council providing important input and representing members in governance and decision-making.

Service Delivery System

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

State Plan 14.3

1. Describe your agency's service delivery system. Include a description of your client intake process or system and specify whether services are delivered via direct services or subcontractors, or a combination of both. (CSBG Act Section 676(b)(3)(A), State Plan 14.3)

Sacred Heart Community Service uses a multi-pronged approach to attain our vision of a community united to ensure that every child and adult is free from poverty. Our comprehensive and integrated strategic plan includes fostering stability and self-sufficiency for low-income individuals and families by providing direct services, engaging the whole community to find solutions to poverty, and addressing both the cause and the effect of poverty through leadership development.

To access our programs and services, each individual must complete SHCS' new member registration at our Welcome Center. Our Welcome Center team registered on average 882 new members per week in the past few years (an extreme increase over our average of 250 members in 2020), the pandemic and economic conditions has driven us to seek additional resources and provide more services.

During registration, our Welcome Center staff will request individuals to provide a photo ID for all adults in their household, a proof of address, and medical card or insurance card for all children under the age of 18; this information is recorded in our Salesforce database. SHCS has made significant investments in Salesforce to capture the number of households served through our programs, like our emergency food services, and to capture our members' involvement across the agency. In the midst of the pandemic, SHCS augmented the in-person registration process by launching a parallel online new member application that enables people to not only express interest in accessing programs and resources, but also to upload documents and verify registration information, thereby streamlining the intake process significantly.

As a leader of the Emergency Assistance Network (EAN), SHCS also collaborates closely with many different organizations to provide comprehensive countywide care to members in Santa Clara County. Specifically, we subcontract with 19 partner agencies to operate the Homeless Prevention System (HPS) Network; two key programs that help protect our community members.

2. Describe how the poverty data related to gender, age, and race/ethnicity referenced in Part I, Question 1 informs your service delivery and strategies in your service area?

Our current mix of members in our service is largely Latinx/e, and our capacity by staffing culture is reflective of those receiving services. Our main language capacity is Spanish. While we struggle to recruit and maintain staffing of diverse cultures and language capability, we are also members of a number of collaboratives in different parts of the County that may address varying and similar services to other cultural populations in poverty. Santa Clara County is known for collaboration and it is a particular value and strategy incorporated into our work.

Linkages and Funding Coordination

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

California Government Code Sections 12747, 12760

Organizational Standards 2.1, 2.4

State Plan 9.3a, 9.3b, 9.4b, 9.6, 9.7, 14.1b, 14.1c, 14.3d, 14.4

1. Describe how your agency coordinates funding with other providers in your service area. If there is a formalized coalition of social service providers in your service area, list the coalition(s) by name and methods used to coordinate services/funding. (CSBG Act Sections 676(b)(1)(C), 676(b)(3)(C); Organizational Standard 2.1; State Plan 14.1c, 9.6, 9.7)

Sacred Heart Community Service participates in 3 main coalitions that work with the low-income community in Santa Clara County.

Homelessness Prevention System for Santa Clara County

Sacred Heart Community Service is the master contractor for Destination: Home's Homelessness Prevention System for Santa Clara County. Sacred Heart manages 19 subcontractors who are participating in the Homelessness Prevention System (HPS) program. Together, the coalition of partner organizations provides temporary financial assistance (e.g. rent, deposit, or utilities payment) to low-income families or individuals who are struggling to maintain their housing. HPS is available to low-income (80% of Area Median Income) households in Santa Clara County who are at imminent risk of losing their housing.

Rapid Response Network

Sacred Heart Community Service is the master contractor for Santa Clara County's Rapid Response Network (RRN). The Rapid Response Network (RRN) in Santa Clara County is a community defense project developed to protect immigrant families from deportation threats and to provide accompaniment support during and after a community member's arrest or detention. Sacred Heart is the master contractor for the RRN. Its partners include Catholic Charities of Santa Clara County, LUNA, PACT, SIREN, the San Jose Office of Immigrant Affairs, and the Santa Clara County Office of Immigrant Relations.

Emergency Assistance Network

Sacred Heart is part of a 7 member Emergency Assistance Network (EAN) which provides a variety of services to prevent homelessness and act as a safety net for residents facing eviction, utility disconnection, and hunger. The EAN offers assistance to help families and individuals recover from emergency situations, often providing case management and financial education in conjunction with: - Food Assistance - Rent and Mortgage Aid - Utility Assistance - Medical and Transportation Aid - Direct Financial aid for special issues (i.e., funeral expenses, etc.)

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

In addition to the Homelessness Prevention System for Santa Clara County, the Rapid Response Network, and the Emergency Assistance Network, Sacred Heart Community Service also

coordinates with Second Harvest Food Bank regarding food distribution. SHCS works within the Second Harvest system to provide groceries and fresh fruits and vegetables to people who reside in 15 postal zip codes in addition to homeless individuals. People residing outside those zip codes receive emergency provisions and are encourage through a referral to the Second Harvest site within the zip code in which they reside. People who join Sacred Heart as members are not denied food or clothing based on zip codes.

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

(How staff is involved.) Sacred Heart conducts outreach activities to share information about our services with staff and clients at other organizations that typically serve low-income people including: Social Services Agency, affordable housing complexes, Emergency Assistance Network organizations, hospitals, clinics, and community wide events hosted by the City of San Jose (a geography with concentrated poverty in the County). We also encourage our clients to tell friends and family about our work and train community-based volunteers how to do outreach through our Promotora and leadership programs. Occasionally, volunteers and staff also go door to door to make the local community aware of our programs, services, and volunteer opportunities. Through these methods, we are able to fill most programs. We see more than 17,000 families per year. We ensure non-duplication of food and housing programs by coordinating countywide delivery systems. We are the only LI-HEAP provider in the County. In order to prevent duplication of services, Sacred Heart contracts with a CSD-approved vendor for data entry and monitoring purposes. Applications are entered into this database and applications/households are issued a unique application number. Other programs are more neighborhood specific so that they are offered at multiple sites - education, childcare, financial coaching - but do not serve the same people.

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

Sacred Heart is committed to maintaining a diversified funding base that helps preserve the financial health of the organization. Leveraging its 59 years of experience working with the low-income community, along with its status as the Community Action Agency for Santa Clara County – Sacred Heart has established itself a leader in the fight against poverty in our county. Sacred Heart produces innovative and effective programs. We seek feedback from the community and make changes to more effectively provide assistance and help our low-income constituents build power and ultimately to change systems. The organization is proud to receive widespread support from government entities, private foundations, corporations, and individuals who are confident in Sacred Heart’s ability to support these efforts.

As a Community Action Agency, we are fortunate to be able to create an administrative infrastructure that allows funders to feel comfortable in Sacred Heart efficacy in administering complex programs. It allows the organization to take on the risk of new programming and to provide funding for programs that may be experiencing a gap in funding.

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

Sacred Heart Community Service has grown significantly over the past few years. As the important work of homeless prevention is recognized for its value in keeping individuals and families housed, more funding has become available because of capable management and stewardship. Sacred Heart continued steadfastly through the crisis of the pandemic, and our community of donors and supporters gave generously. SHCS has a significant operating reserve that could maintain the whole agency for approximately 10 months. The nonprofit industry standard is 3-6 months. As with any business or service organization, nonprofit or not, a contingency plan for lowered funding levels must be in place. With funding cuts, there must be a respectful and diligent plan and process of releasing personnel, which is our largest cost in services we deliver. With adequate notice of funding reductions, the eventual closure or reduction in service levels must continue to fulfill service and contract commitments until full funding is expended. Strategically, the management and the Board of Directors will need to consider using these operating reserves to continue service levels while other sources of funding are found, particularly for mission critical initiatives, and while other opportunities are found to keep valued and trained staff to continue to meet community needs.

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

SHCS' Community Development (CD) team utilizes a variety of media tools to share information about our programs to the public. We use our monthly electronic newsletter, which has 29,000 subscribers, to share information about our upcoming events and novel changes in our programs. SHCS also uses our annual report, which we mail to 15,000 individuals, to share program updates and relevant data on the issues our community faces.

CD also creates posts about our services and shares them through our social media outlets, like Facebook and Instagram. At SHCS, we recognize the importance of conducting outreach in many languages, like Spanish and Vietnamese, in order to communicate our message to a broader audience. Therefore, we work with our multilingual volunteers and staff to create posts and media content in these languages.

At SHCS, we rely greatly on the 5,000 annual volunteers are involved in our food, education, urban gardening, and economic empowerment programs. To track our volunteer engagement, SHCS utilizes our Salesforce database. When volunteers register for the first time, an account is created in Salesforce. Each volunteer shift they work will be linked to their account and the hours contributed are tracked by a volunteer shift reservation and shift login at the site.

7. Describe how your agency will address the needs of youth in low-income communities through youth development programs and promote increased community coordination and collaboration in meeting the needs of youth. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

SHCS' Youth Education Program is comprised of our After School and Summer Academies, which create a safe and nurturing environment to foster students' academic success. After School Academy provides 65 students, in grades K-8, with individualized tutoring and homework assistance to help strengthen their academics during the school year. Our Summer Academy program provides 240 students with courses that align directly with the Common Core standards and helps them develop essential skills to start the new school year successfully.

Students in both programs also engage in activities that promote wellness and healthy emotional development. In After School Academy, each student participates in the Mindful Movement program that teaches youth how to practice mindfulness and improve his or her ability to relax. In our Summer Academy, students also participate in mindfulness classes led by volunteers to help them understand their reactions to stress.

In our Summer Academy, students will take a financial literacy course. In this course, they will learn the differences between an individual's needs versus their wants, how to balance a checkbook, currency conversions, and the importance of responsible credit building. The curriculum will be easy for our students to follow and will incorporate vocabulary comprehension activities.

8. Describe how your agency will promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs such as the establishment of violence-free zones, youth mediation, youth mentoring, life skills training, job creation, entrepreneurship programs, after after-school childcare. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

Both programs mentioned above incorporate leadership development activities that teach important skills for our families' future success.

In our After School Academy, our middle school curriculum focuses on leadership development. Our middle school students participate in the 4-H program twice per week. Through this program, our middle school students work with volunteers from the Cooperative Extension to teach activities and lessons, focused on STEM subjects, to our K-2 students.

Sacred Heart Community Service works with high schools and universities in the area to engage over 100 volunteers in after school and summer academy programs. Volunteers offer tutoring and assist in class and homework. Volunteers provide a safe place for students to excel academically as well as life skills through

enrichment classes. During Career Day, youth learn from trusted adults with similar lived experiences about their academic and career path to success in their respective fields. During summer academy specifically, youth learn about scientific inventors through our Camp Invention partnership that includes marine biology, technology, medical, and many other fields.

Parents also volunteer in a range of roles from homework help to running the snack program to various special projects. Parents are invited to join a parent organizing committee where they learn about how to advocate for their child in the American public school system, and also how to advocate for equitable access to resources for all families with similar lived experiences for the betterment of their family's future success.

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

SHCS' Economic Empowerment program has extensive experience providing training and employment opportunities. Through our Joblink services, members are able to search for employment, select professional interview clothing, receive resume assistance, case management, interview skills coaching, computer skills workshops, and job readiness workshops. In addition, our Economic Empowerment program offers the CalFresh Employment & Training program (CFET) program which helps CalFresh recipients gain skills and training to find a living wage job.

SHCS also operates our Logrando Juntos program, a financial literacy club that harnesses peer support to help individuals and families improve their lives. In this program, our members are grouped into cohorts of 10 to 15 people. Through the Logrando Juntos program, we offer workshops on identity theft, credit building strategies, budgeting and saving, and planning for paying for college.

Lastly, SCHS offers the VITA (Volunteer Income Tax Assistance Program) in conjunction with the United Way of the Bay Area and Free Tax Help. The latter is a coalition of organizations that provide free tax assistance throughout the Bay Area, it is led by United Way Bay Area in partnership with the IRS. Our services are free, secure, and high-quality. Tax returns are prepared by trained, IRS-certified volunteers. In the current year, over 600 tax returns resulting in \$1.1M returned has been accomplished.

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

The Food Pantry provides a three-day supply of groceries to more than 1,000 low-income and homeless individuals and families to help maintain stability and end or avoid homelessness while they work toward self-sufficiency. It has a direct, positive impact on distressed populations in our community by reducing hunger and providing nutritious food for low-income adults and their children. This allows families to direct their limited financial resources to other critical needs, such as housing, childcare, health care, and transportation. In addition to providing food and reducing monthly expenses of low-income households, Sacred Heart connects them with

valuable resources to help them regain stability.

The Food Pantry distributes food and essential items from our San Jose CA, location Monday through Friday, year round. We provide a three-day supply of groceries to families to supplement a family's food budget, up to twice monthly, although many families make them last much longer. Food bags consist of a variety of foods that follow the U.S. Department of Agriculture's Dietary Guidelines, with an emphasis on nutritious protein and fresh produce items that promote healthy child development. The Food Pantry distribution is part of a countywide network coordinated by Second Harvest Food Bank and is provided to San Jose residents from 15 underserved ZIP codes. In addition to bi-weekly visits, members are eligible to pick up fresh produce up to four times per month. "Produce only" visits are open to all Santa Clara County residents, regardless of ZIP code.

The Food Pantry also provides sack lunches consisting of a sandwich, fruit and a beverage every day; the majority of recipients are homeless individuals. We also distribute formula and diapers for families with newborn infants at home, small bags of feminine hygiene products are available upon request, as well as small bags of travel-size hygiene items like shampoo, soap, toothbrushes, and toothpaste.

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

SHCS' Energy Department administers the Low Income Home Energy Assistance Program (LIHEAP) and Low Income Household Water Assistance Program (LIHWAP) for Santa Clara County. To ensure that the community has access to LIHEAP/LIHWAP utilities assistance, SHCS staff conduct outreach at partner organizations across the county. Our Energy team also screens countless individuals each day and processes utility assistance applications to help families reduce their household utility and water expenses. In addition, SHCS partners with the Santa Clara Valley Water District to provide relief to extremely-low income households impacted by the pandemic. SHCS is a member of Santa Clara County's Emergency Assistance Network (EAN), a local collaboration of agencies that provide emergency financial assistance to low-income households in Santa Clara County. The EAN coordinates assistance to ensure funds are distributed geographically across the County and works together to better integrate systems for more effective delivery. Sacred Heart also participates in other collaborative networks of antipoverty programs and service providers, including public entities to reach low-income households that pay a high portion of their income to meet their energy and utility needs.

SHCS is also the county-wide coordinator of our Santa Clara County Homelessness Prevention System and offers HPS services directly to our members. This service provides emergency assistance to households facing eviction as well as first month's rent and security deposits for

households securing new housing, working in concert with Destination: Home as well as 19 partner organizations across the county. We measure whether households sought out any emergency shelter or homeless services since receiving the funds. Since the pandemic began, this network has been expanded to include additional partners and reach toward COVID-impacted households.

In addition to emergency rental assistance, recipients are offered wrap-around programs such as the LIHEAP/LIHWAP for utility assistance.

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

We are the local LIHEAP service provider.

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

Resilient Families Program

One of SHCS' programs that strengthen families and encourage effective parenting is our Resilient Families Program (RFP)- Infants. RFP-Infants trains parent leaders (promotores) to teach other parents from San Jose and Gilroy to provide sensitive and supportive care that helps their age 0-3 children develop a healthy attachment. Children who have a healthy attachment with a parent are more resilient, making it more likely for them to overcome challenges associated with poverty and perform better socially, behaviorally, and academically.

Parenting Support

Mothers within this mutual support program serve each other as leaders in a community-based model for strengthening children's resiliency. Working together in San José and Gilroy, we focus on attachment, executive functioning skills, and stress reduction in families with infants ages 0-3.

Mothers attend six classes based on the Program's research-based curriculum Safe, Secure, Loved. It is a mindfulness-based, trauma-informed, community-led program, offered by Spanish speaking Promotoras. Promotoras are trained mothers who have successfully completed the six classes and are willing to teach them to other groups both virtually and in-person when it is safe to do so.

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

Our staff are trained through a disciplined orientation system that brings each staff through each program and service offered to members, it includes our history and approaches to the anti-poverty work, social, racial and economic justice efforts woven through and through our work. At the Welcome Center, we provide Information and Referral services by keeping printed information that can be provided as new members join, or if they approach our Welcome Center staff. We, of course, receive many community-based organization and public agency referrals for the particular programs we provide. Linkages are described in the collaborations section of this community action plan.

Monitoring

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

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

Each year, Sacred Heart Community Service creates an annual operating plan that sets targets of outcomes for not only service delivery but also for engagement of all the organization's members. Progress monitoring dashboards have been customized in Salesforce database to determine progress toward stated goals on a monthly basis. Senior staff and the board of directors evaluate the progress on these on a quarterly basis.

Additionally, Sacred Heart is strengthening its learning culture. Each event or major program receives an evaluation from those receiving services and volunteering in the program in an attempt at evaluation, customer satisfaction, and continuous improvement.

Staff and a subcommittee of the board of directors evaluate the monthly fiscal performance by analyzing a statement of functional expense, balance sheet, and cash-flow statement and other financial metrics. The financial metrics evaluate a budget to actual, a year-to-year, and a year-to-date analysis.

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

Sacred Heart Community Service does not subcontract CSBG funds. However, the organization does serve as the master contractor for other contracts. As such, SHCS has created a monitoring process and an annual on-site monitoring tool that evaluates program activities, program budget, data collection, security, and financial expenditures and reporting.

Data Analysis, Evaluation, and ROMA Application

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

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

Our teams regularly reflect on their work at weekly team meetings and semi-annual/annual retreats. We also, generally, use reports to funders as an opportunity to reflect and improve.

These reflection opportunities are briefly listed below:

Housing:

Measure program outcomes using a shared database that allows us to track participants' utilization of homeless and homelessness prevention services throughout the county (measure housing stability at program end and utilization of homeless or prevention services for two years after exit) (Measured and analyzed quarterly)

- Work with University of Notre Dame's Lab for Economic Opportunity to measure effectiveness of assistance through data shared in a database and assess household displacement through publicly available address data (preliminary outcomes annually, full results in another 2.5 years).
- Client interviews: one-on-one or in small groups after client exits - conducted annually across the entire HPS network (19 partner organizations, thus SHCS clients are not always selected)
- Semi-annual deeper review of HPS data and feedback with HPS funders
- Annual deep review of HPS data and feedback with all partner organizations

Food/Nutrition:

Pantry: our pantry program monitors service numbers on a quarterly basis. We also survey clients on an annual basis, review survey results, and use that information to improve what we do.

La Mesa Verde program debriefs classes, workshops, and events with community member led committees. The program also conducts a short debrief at the end of most sessions and conducts semi-annual surveys of program participants that are evaluated at staff meetings

and retreats. The program monitors services numbers and outcome goals once per month at staff meetings.

Employment and financial services:

The effectiveness of these services are monitored by funders. Staff make quarterly reports to funders and at that time evaluate the numbers served as well as outcomes. We then problem solve on ways to improve outreach, outcomes as well as data collection and business processes.

Energy assistance:

This team utilizes weekly reports detailing the number of households served and the total amount of funds in utility assistance and emergency utility payments issued are generated weekly. This ensures that we are meeting our proposed service and funding expenditure goals. Additionally, we

work with community partners to ensure we are targeting low income households, especially households with elderly individuals, disabled individuals, or both, and households with children under 5 years. Currently, 86% of customers served through HEAP have a vulnerable family member and have the lowest incomes and the highest energy costs.

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

Organizational Standard 4.2 indicates that the CAP should be outcome-based, anti-poverty focused, and ties directly to the community needs assessment.

Housing

In our needs assessment, we asked more than 7,000 of our newest members and 33 community based organizations to identify the main challenges in their lives and the lives of people they work with. When families were asked to select issues that were challenges for their family, then rank those challenges with #1 being most critical, the rankings contained the same 5 challenges though members stated Food and Nutrition as the number 1 challenge with Housing second. With Childcare third. Community-based organization stated Housing as the number 1 challenge with Food and Nutrition third. Low-Wage Jobs were second among community providers.

No one among community-based agencies said affordable housing was adequate to meet the

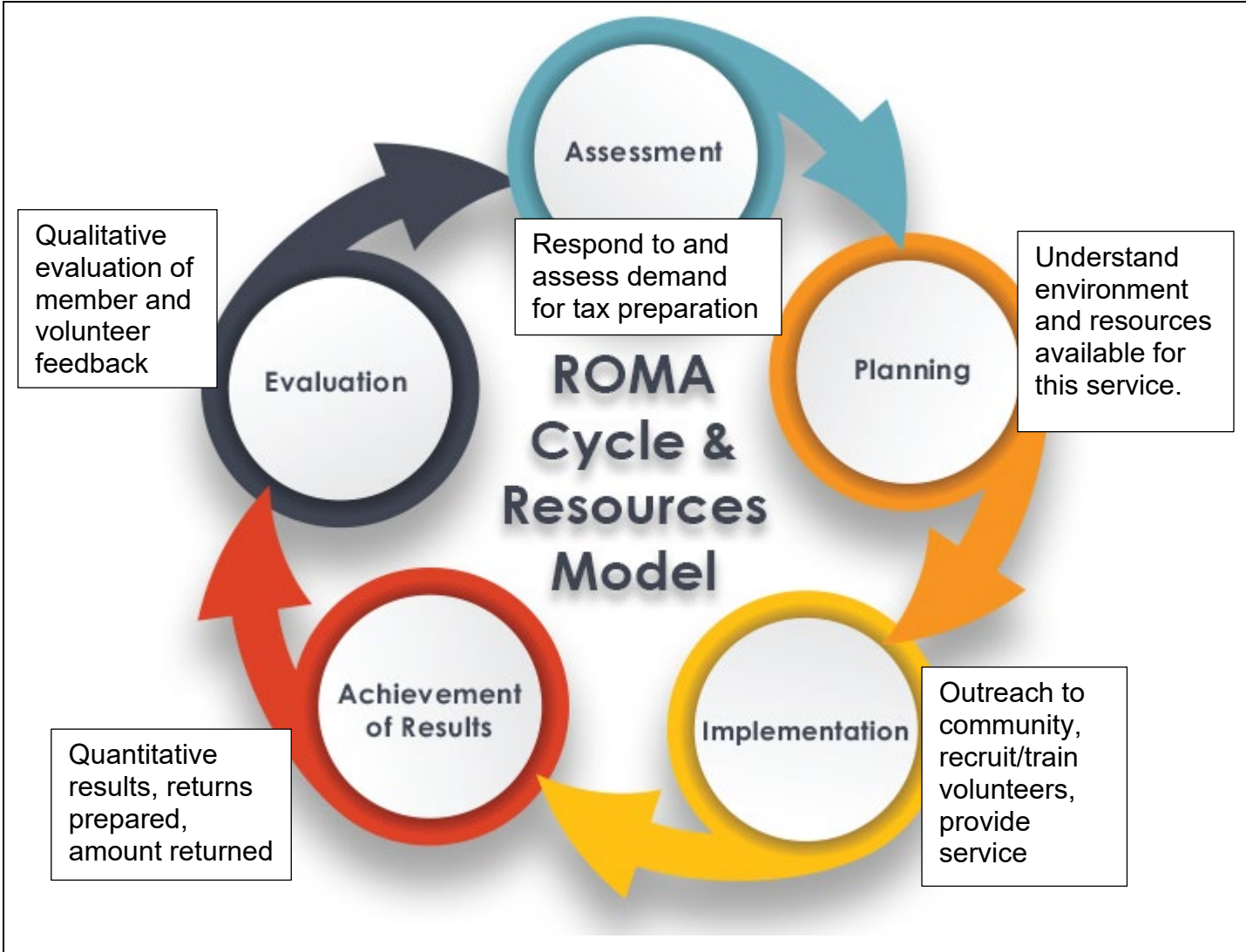
current demand in Santa Clara County.

We determined from our results that our network needed broader geographic representation and cultural competency. As the master organization of the Homelessness Prevention System in Santa Clara County, we scaled up the number of partners and collective reach across Santa Clara County, increasing from 14 in our previous CAP to 19 in our current plan. We continue to seek data to drive our programmatic planning and delivery. In the recent emergence from Covid restrictions and the economic and social factors that are shifting, we use our monitoring to more dynamically evaluate results and inform improvements and/or changes.

Race, Equity and Community Safety is a new organizing action committee that addresses the lowest ranked but very serious concern given the anti-Asian violence and the challenge with police practices and racial justice made more widely known in the murder of George Floyd.

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

When many lost employment during the Covid emergency, this impact identified as a challenge among members and community organizations resulted in research and planning efforts to take advantage of all sources of financial resources. One of the areas where we have provided some service has become a very important service. The Covid emergency resulted in an opportunity in our efforts to provide tax preparation assistance. Many organizations in the community that had provided tax assistance shut down as a result of the pandemic. Our partnership with the United Way of the Bay Area resulted in resources being shuttled to our organization, especially as we remained open providing food and clothing. This year our VITA program assisted in preparation of over 600 returns with a total return to members of over \$1.1M. We are evaluating our capacity and the impact and will assess need as more organization may return to providing this service and the cycle will begin again.



Response and Community Awareness

Diversity, Equity, and Inclusion

1. Does your agency have Diversity, Equity, and Inclusion (DEI) programs in place that promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures, and sexual orientations?

Yes - we have a unique approach that is inclusive of Corporate DEI programs, but not named as such.

No

2. If yes, please describe.

Racial Justice: Racial disparities leave some of us much more vulnerable to systemic violence, health inequities, and economic deprivation, especially Black, Latinx/e, Asian, and Indigenous people. Sacred Heart will continue on a path to becoming an anti-racist organization. This requires patient learning, and a commitment to use our power and voice to challenge public institutions and our partners to advance racial justice.

Regional Leadership: Sacred Heart will focus systems building work on the Homelessness Prevention System partners, including mutual support efforts for smaller organizations serving vulnerable communities of color. SHCS will build power and solidarity with the Race Equity Action Leadership Coalition, to advance racial justice and institutional change.

Organizational Development: SHCS will invest in the learning and leadership of our staff, leaders, and partners with a focus on racial justice, building power, and sharing power with our members.

We can cite demographic stats on our staff, members and volunteers.

1. Does your agency have a disaster plan in place that includes strategies on how to remain operational and continue providing services to low-income individuals and families during and following a disaster? The term disaster is used in broad terms including, but not limited to, a natural disaster, pandemic, etc.

Yes X

No

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

March 2020

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

Following an emergency, the safety and well-being of staff, volunteers, customers, and anyone else in the building is our first priority. Once immediate safety and well-being has been established, it will be the responsibility of the Executive Director and Senior Team to determine if and when it is safe to re-open for services. In the event of a community-wide disaster the following services will be provided within the next 48 hours or as soon as the facility is assessed for structural integrity and staff and volunteers are on-site to provide services:

- 1) Food Distribution
- 2) Clothing Distribution

Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

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

Needs of Youth

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

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

Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

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

State Coordination/Linkages and Low-income Home Energy Assistance

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

Community Organizations

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

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

State Assurances and Certification

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

For CAA, MSFW, NAI, and LPA Agencies

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

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

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

For MSFW Agencies Only

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

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

Organizational Standards

Category One: Consumer Input and Involvement

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

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

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

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

Category Two: Community Engagement

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

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

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

Category Three: Community Assessment

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

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

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

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

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

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

Category Four: Organizational Leadership

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

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

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

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

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

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

Appendices

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

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