



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	Proteus, Inc.
Name of CAP Contact	Jorge Salinas
Title	Planner
Phone	(559) 733-5423
Email	jsalinas@proteusinc.org

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

March 16, 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)

Mario Gonzalez		
Board Chair (printed name)	Board Chair (signature)	Date
Michelle Engel-Silva		
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).

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

CSD Use Only

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

Public Hearing(s)

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

State Statute Requirements

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

Guidelines

Notice of Public Hearing

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

Public Hearing

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

Additional Guidance

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

Public Hearing Report

Date(s) of Public Hearing(s)	
Location(s) of Public Hearing(s)	
Dates of the Comment Period(s)	
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	
Date the Notice(s) of Public Hearing(s) was published	
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)

As part of our Community Needs Assessment (CNA) process, data specific to poverty in relation to various demographics was collected from public record sites that included the U.S. Census Bureau (2021 American Community Survey 1-Year & 5-Year Estimates), the Employment Development Department's (EDD) Labor Market Information, KidsData/Population Reference Bureau (PRB), California Agricultural Statistics Review, and other research articles. Research from local regional plans that included the San Joaquin Valley and Associated Counties Regional Plan 2021-2024 were also reviewed and referenced. In addition, data from surveys administered, interviews, community forums, public hearings, and public comment periods conducted were utilized. These methods formed the collection of demographics relating to poverty that included different sectors represented, race/ethnicity, language spoken, marital status, gender, age, education level, unemployment rate, income, poverty, public assistance received, food insecurity, health insurance coverage, and other pertinent information.

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.

Proteus, Inc. is funded to serve the geographic locations of Fresno, Tulare, Kings, and Kern Counties in the Central Valley. Through the committed work of our staff, located in service centers, satellite offices, and American Job Centers of California (AJCCs), we provide comprehensive and seamless services to migrant and seasonal farmworkers and other low-income individuals throughout hard to reach rural communities within these service areas. These four counties and their rural communities experience rates that are extremely higher in poverty, unemployment, low-academic achievement, as well as many other areas. For example, poverty rates in Fresno (16.0%), Tulare (15.5%), Kings (16.3%), and Kern (15.2%) far exceed the state's rate of 9.0%. The rates of individuals over 25 years of age who have less than a high school diploma are: 20.9% in Fresno, 27.5% in Tulare, 24.2% in Kings, and 23.0% in Kern County as compared to 15.6% for the state. According to the Employment Development Department's Labor Market Information for February 2023, the unemployment rates within these counties also exceed the state's (4.2%) with Fresno experiencing 8.1%, Tulare 10.6%, Kings 9.2%, and Kern 8.9%. Even more alarming, rural, geographically isolated, migrant and farm working dependent communities throughout our service areas report an even higher level of unemployment with some areas three or four times the state rate (4.2%), such as: Delano 27.0%, Corcoran 17.6%, Reedley 20.3%, Biola 19.2% Alpaugh 27.9%, and East Porterville 27.8%. In many cases, in smaller rural communities or Census Designated Places (CDP), the unemployment rate is even more extreme, exceeding the 30 percent rate such as Raisin City 32.1%, Terra Bella 34.2%, Richgrove 35.8%, and Poplar Cotton Center CDP 32.0%.

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

Federal Government/National Data Sets

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

Local Data Sets

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

California State Data Sets

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

Agency Data Sets

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

Surveys

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

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

Additional sources utilized for the CNA quantitative data included KidsData/Population Reference Bureau (PRB), California Agricultural Statistics Review, local regional plans such as the San Joaquin Valley and Associated Counties Regional Plan 2021-2024, as well as data from surveys administered, interviews, and community forums.

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

Surveys

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

Interviews

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

Focus Groups

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

Community Forums

Asset Mapping

Other

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

N/A

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)

In order to outline the needs of low-income individuals and families, we conducted and collected 626 surveys and held 10 in-person community forums. These forums were attended by 216 community members and were held throughout three of our four county service areas that included Selma, Fresno, Kerman, and Sanger (Fresno County), London, Visalia, Dinuba, Porterville, and Richgrove (Tulare County), and Hanford (King County). Individuals responding to these surveys and attending these community forums represented different sectors of the community that included community-based organizations, faith-based organizations, private sector, public sector, educational institutions, members of the general public/community, and Proteus, Inc. partners, vendors, and staff members.

Through the 626 surveys the following quantitative data collected consisted of the following: **Respondent County:** Tulare (28.79%), Fresno (13.10%), Kern (41.21%), and Kings (17.24%); **Organization/Affiliation:** 76.33% of respondents were members of the general public, 4.90% from an Educational Institution, 10.00% Faith Based Organization, 5.31% Community Based Organization, 3.88% Public Sector, 2.86% Private Sector, 5.10% Proteus Staff, 9.18% Proteus Partner/Vendor, and 2.04% Proteus, Inc. Board Member; **Gender:** 56.02% Female, 43.98% Male; **Age Group of Respondents:** Under 18 years of age (0.84%), 18-24 (10.59%), 25-30 (17.98%) 31-40 (22.86%), 41-50 (25.71%), to 51-65 years of age (22.52%), 66 and older (3.87%). **Race/Ethnicity:** The majority of respondents were Hispanic/Latino (95.57%), White/Caucasian (2.30%), Asian (2.30%), African American (0.49%), Pacific Islander (0.16%), and Other (0.49%); **Farmworker Background:** 89.95% of respondents were farmworkers, 6.13% a dependent of a farmworker, and only 5.62% were non-farmworkers. **Employment:** Of the respondents, 26.64% were unemployed in which of those

unemployed, 36.63% were employed seasonally, 55.69% were laid off, 6.19% were laid off due to a disaster (COVID-19, drought, fire, flood etc.), 6.44% reported other (disabled, pregnant, retired, etc.), and 2.23% were the result of company downsize or closure. **Education:** a large percentage of respondents (55.96%) reported not having a high school diploma, 31.35% reported having a high school diploma/GED, 3.27% an Associate's Degree, 1.73% a Bachelor's Degree, 1.92% a Professional or Technical Certificate or License, 0.58% a Master's Degree, 0.19 a Doctorate's, and 5.00% Other in which they did not specify; **Housing:** 64.20% of respondents were renters, 24.23% were homeowners, 8.86% reported living with someone else, 0.54% transitional housing, 0.00% homeless, and 2.17% reported "Other" (not specified); **Public Benefits Received in the Last 2 Years:** Respondents reported that in the last 2 years they have utilized benefits such as: Food Stamps/SNAP (44.84%), TANF (5.40%), Medi-Cal/Medicaid (20.66%), Unemployment/SDI (32.39%), WIC (18.08%), Social Security/SSI (7.51%), Subsidized Housing, Rental, Utility Assistance (0.94%), and Other (5.87%).

Surveys: From the survey results, some of the greatest needs reported were:

- **Community Needs:** Some of the main issues and concerns survey respondents expressed included public safety (42.36%), gang violence (29.01%), drug addiction (23.79%), access to living wages (32.88%), recreational opportunities for Youth/Adults (26.50%), Safe/decent affordable housing (23.60%), Affordable Healthcare (17.02%), Senior Services (17.41%), and Higher Education & Workforce Development (15.47%). Teen pregnancy, mental health, hunger/nutrition/ obesity, public transportation, quality of K-12 education, community leadership/building, homelessness, etc. came up as other issues facing the community.
- **Individual and Family Needs:** Employment skills training and job placement (42.05%), financial assistance (rental/mortgage/utilities/food) (33.38%), alternate education for obtaining a high school diploma/GED (28.24%), homeless prevention/re-housing programs (21.97%), homeless shelters and transitional housing programs (23.43%), health and nutrition education, mental health counseling, homebuyer education, foreclosure prevention, financial counseling, substance abuse recovery, self-employment training and counseling, homebuyer assistance, parenting engagement training to support kids in school, parenting skills training/counseling, savings incentive and asset building programs, information and referrals to social services, domestic violence counseling, and childcare also came up as other individual/family needs.

Forums: From the 10 forums, we were able to reach 216 individuals. Attendees were from the general public/community (159), Private/Public Sector (6), community based organizations (48) educational institutions (3), faith based organization (0), Other - Customers (0), Proteus, Inc. staff members (6), and (1) Unknown. Some of the main **needs** in the respondent's community (ranked in order) included: **1. Supportive Services** - Rental Assistance, Utility Assistance, Food Assistance (Food Banks/Distribution, Food Vouchers, Baby Formula, etc.), Gas Cards/Vouchers, Energy Savings Assistance Programs (Stoves, Refrigerators, Windows, etc.), Storm/Flood Related Relief Services (Roof Repairs & Assistance Due to Hardship of Not Being Able to Work During Rainy Season), Childcare, Potable Water Services, Diapers, Clothes, and Assistance Due to High Cost of Living **2. Employment, Training, Education, and Related Services** - Employment Assistance, More Job Opportunities, Vocational Trainings, Employment for Disabled Individuals, Senior Services (Classes/Workshops), Educational Classes/Workshops for Adults & Parents (Parenting, FAFSA, DACA, Adult Education, ESL, GED, Financial Literacy, Citizenship, Art, Self-Defense, Technology Courses to Assist Kids with Homework and Cell Phone Usage, Sex Education, Mental Health, Assistance/Services with EDD/Unemployment Benefits, DMV/Traffic Laws, Counseling for Domestic

Violence), Trainings/Services for Undocumented and Monolingual Individuals, Consulate/Immigration Services, Farmworker Abuse Services, Homeless Services, Home Buying Assistance, Services for Stay-At-Home Mothers, VITA Tax Services, Assistance with Understanding and Filling Out Forms, Employment Assistance Due to Lack of Work Resulting from Rainy Season/Floods **3. Community Infrastructure** - Additional Parks, Street/Park Lighting, Sidewalks, Traffic Control, Stop Lights, New Roads & Road Repairs, Sewer Drains/Lines, Gas Station, Grocery Store, Bathrooms, Cooling Center, Laundromat, High School, Library, Potable Water, Transportation (Public/Mobile Unit), Affordable Housing due to High Cost and Low Availability, Community Cleanliness, City Clean-Up, Waste Management Issues, More Teachers & Schools, Internet Availability **4. Youth Programs/Services** - Employment, Paid Work Experience, Afterschool Programs, Drop-In Centers, Vocational Trainings, Gang Prevention, Education, Counseling, Childcare, Recreation/Sports, Youth Events, Scholarships, Mentoring, Tutoring, Bullying Services, Head Start/Preschool **5. Public Safety/Security** - Lack of Police Station and Police Presence, School Safety (More Officers and Teachers at Schools), Vandalism, Car Thefts, Gangs, Drugs, Criminal Activity, Graffiti, Youth Roaming Around, Security at Public Parks, Crime Prevention Programs, Scared of Free Services Due to Scams, **6. Health & Well-Being** - Health Services and Assistance, Additional Healthcare Options and Providers, Health Insurance Programs and Services, Medical Assistance, Mental Health Services (Access, Providers, and Education), Health Services for Undocumented Individuals, Health Services for Disabled Individuals (Transportation, Supportive Services, Medication, etc. Due to Not Being Able to Work).

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)

A. Community-based organizations

Community-Based Organizations made up 8.85% of the respondents of our Community Surveys, Community Forums, and Agency Partner Surveys. Information and data obtained through these sources was analyzed individually as well as compiled to determine individual, family, and community needs expressed by community members. The results of this data was summarized above in the analysis of quantitative and qualitative data collected from low-income individuals and families as well as below in the "causes" and "conditions" of poverty response sections of our Community Needs Assessment. In addition, Proteus, Inc. completed an asset-mapping document in order to determine resources available throughout our service areas in order to meet the needs expressed by our respondents. Information and data obtained through these sources, as well as the opinions and experiences voiced by community members, were incorporated in the development of our 2024-2025 CAP.

B. Faith-based organizations

Faith-Based Organizations made up 5.86% of the respondents of our Community Surveys, Community Forums, and Agency Partner Surveys. Information and data obtained through these sources was analyzed individually as well as compiled to determine individual, family, and community needs expressed by community members. The results of this data was summarized above in the

analysis of quantitative and qualitative data collected from low-income individuals and families as well as below in the “causes” and “conditions” of poverty response sections of our Community Needs Assessment. In addition, Proteus, Inc. completed an asset-mapping document in order to determine resources available throughout our service areas in order to meet the needs expressed by our respondents. Information and data obtained through these sources, as well as the opinions and experiences voiced by community members, were incorporated in the development of our 2024-2025 CAP.

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

Private Sector entities made up 2.15% of the respondents of our Community Surveys, Community Forums, and Agency Partner Surveys. Information and data obtained through these sources was analyzed individually as well as compiled to determine individual, family, and community needs expressed by community members. The results of this data was summarized above in the analysis of quantitative and qualitative data collected from low-income individuals and families as well as below in the “causes” and “conditions” of poverty response sections of our Community Needs Assessment. In addition, Proteus, Inc. completed an asset-mapping document in order to determine resources available throughout our service areas in order to meet the needs expressed by our respondents. Information and data obtained through these sources, as well as the opinions and experiences voiced by community members, were incorporated in the development of our 2024-2025 CAP.

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

Public Sector entities made up 2.75% of the respondents of our Community Surveys, Community Forums, and Agency Partner Surveys. Information and data obtained through these sources was analyzed individually as well as compiled to determine individual, family, and community needs expressed by community members. The results of this data was summarized above in the analysis of quantitative and qualitative data collected from low-income individuals and families as well as below in the “causes” and “conditions” of poverty response sections of our Community Needs Assessment. In addition, Proteus, Inc. completed an asset-mapping document in order to determine resources available throughout our service areas in order to meet the needs expressed by our respondents. Information and data obtained through these sources, as well as the opinions and experiences voiced by community members, were incorporated in the development of our 2024-2025 CAP.

E. Educational institutions (local school districts, colleges)

Educational Institutions made up 3.59% of the respondents of our Community Surveys, Community Forums, and Agency Partner Surveys. Information and data obtained through these sources was analyzed individually as well as compiled to determine individual, family, and community needs expressed by community members. The results of this data was summarized above in the analysis of quantitative and qualitative data collected from low-income individuals and families as well as below in the “causes” and “conditions” of poverty response sections of our Community Needs Assessment. In addition, Proteus, Inc. completed an asset-mapping document in order to determine resources

available throughout our service areas in order to meet the needs expressed by our respondents. Information and data obtained through these sources, as well as the opinions and experiences voiced by community members, were incorporated in the development of our 2024-2025 CAP.

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)

After review of the quantitative and qualitative data collected from low-income individuals and families, the causes of poverty included the following factors/barriers:

- **Transportation:** Given that Proteus, Inc. provides services to low-income individuals from some of the most rural communities throughout our four (4) county service area, many respondents expressed transportation as being one of the main factors/barriers to accessing services and self-sufficiency. Out of the surveys collected 10.06% of respondents reported Public Transportation as one of the greatest issues or concerns in their community while 16.80% also responded that increased Public Transit Services were needed to improve their community’s livability. In addition, 12.89% of respondents listed “no transportation” as a barrier to seeking services. Transportation also came up as a barrier or need in the majority of the questions that were asked during the in-person community forums held.
- **Childcare:** 13.60% of survey respondents listed “lack of childcare” as one of the programs needed most for families in the community. In addition, 4.12% of our survey respondents listed “no childcare” as a barrier to seeking services. In addition, lack of childcare services or lack of affordable childcare came up in many of the questions asked during our 10 community forums held.
- **Language Barriers:** 7.99% of survey respondents listed Language of Service as a barrier to seeking services. Community forum respondents also expressed Language of Services as a barrier that their family faces in the community with specific responses including: Not enough services, education, job opportunities, or training opportunities for monolingual or Spanish speaking individuals. Data from the U.S. Census Bureau American Community Survey 1-Year Estimates, indicated that a large percentage of individuals speak a language other than English spoken at home with 42.7% in Fresno, 49.6% in Tulare, 41.6% in Kings, and 45.6% in Kern County (CA - 43.9%) with a large percentage speaking Spanish as the other language with 32.9% in Fresno, 44.7% in Tulare, 36.6% in Kings, and 40.9% in Kern (CA – 28.2%). In addition, according to data from the ACS many of those speaking another language other than English report a higher percentage of those speaking English less than “very well” with Fresno 16.6%, Tulare 24.1%, Kings 17.5%, and Kern 17.9% (CA – 17.4%).
- **Access to Technology:** Survey respondents report that only 51.54% have internet access, 19.11% have a computer/laptop, and 5.79% do not have a computer, internet, and even telephone access. Given that many resources now require some form of technology to receive services, the lack of access to technology further presents barriers to services and self-sufficiency.
- **Foreign Born/Undocumented:** According to data from the U.S. Census Bureau 2021 ACS 1-

Year Estimates, the counties of Fresno (19.7%), Tulare (23.4%), Kings (18.1%), Kern (19.7%) have a large foreign-born population (CA – 26.6%/U.S. 13.6%). Given this high percentage of foreign born population, it is a high possibility that this creates additional barriers such as language barriers as well as not being eligible for services due to being undocumented. Responses from the 10 community forums included needs that suggested this such as lack of services for undocumented immigrants, immigration status, employment/education opportunities for undocumented individuals, etc.

- **Large Agricultural Industry/Seasonal Employment:** According to the California Agricultural Statistics Review 2021-2022, Proteus, Inc. services areas of Kern (#1 - \$8.34 Billion), Kern (#2 – \$8.11 Billion), Tulare (#3 - \$8.09 Billion), and Kings (#8 – \$2.33 Billion) are ranked among the top ten in sales of crops, livestock, and other agricultural commodities in the state (CA - \$51.1 Billion). As a result of California’s continued growth in agriculture as well as its dependency on farmworkers, a report by Zachariah Rutledge of Michigan State University, California’s agricultural employers hired an average 413,000 workers between 2018 and 2021 and reported an average of 882,000 unique farm workers during these years, a ratio of 2.1 workers for each average job. Of those unique farm workers employed, 135,058 were in Kern, 91,513 in Fresno, 72,666 in Tulare, and 14,677 in Kings County. A total of 313,914 farmworkers or over one-third (36%) of all individuals working in agriculture in our service area alone. According to this report, California is unique among states in having more workers brought to farms by “crop support firms” such as “farm labor contractors” (FLCs) who employ 62 percent of primary farmworkers and where average earnings are less than \$10,000. This report further states that this means that agricultural employment is changing from direct to indirect hires, that is, instead of crop farmers hiring workers directly, a rising share of farm workers are brought to farms by labor contractors. This results in lower labor costs for crop farmers because workers are employed only to perform needed tasks, but also lower earnings for farm workers, since labor contractor employees have average earnings that are a third of those of workers who are hired directly by crop farmers. Furthermore, this report concluded that between 2018 and 2021 the average annual earnings for the largest support sector or those hired via FLCs was \$8,600, extremely below the poverty level. Given this large agricultural industry in our service area, respondents from our community forums stated that they experience financial hardship due to seasonal employment and expressed their need for employment/education opportunities for agricultural workers outside of farm work. In addition, many respondents expressed the hardships they have recently faced due to the above average rain season. Given the recent rains, storms and floods, many respondents expressed the inability to work consistently in farm work, thus making it more difficult for them to get by financially and putting them further into debt as they have had to borrow money in order to continue to make ends meet.
- **Low-Academic Achievement:** According to the U.S. Census Bureau (2021 American Community Survey 1-Year Estimates), the population 25 years and over with an education of less than a high school graduate in our service area consists of the following: Fresno (20.9%), Kern (23.0%), Kings (24.2%), and Tulare (27.5%), significantly higher than the state rate (15.6%). Those with less than a 9th grade education also exceed the state rate (8.8%) with Fresno (12.1%), Tulare (16.9%), Kern (13.6%), and Kings (12.5%). Furthermore, the rate of individuals with a 9th to 12th grade education with no diploma are as follows: in Fresno (8.8%), Tulare (10.5%), Kings (11.6%), and Kern (9.4%) also exceeds the state’s rate (6.7%). Of those individuals completing our 2023 surveys, an extremely higher rate reported not completing high school with 55.96%. In addition, community forum responses in regards to barriers and needs

consisted of academic/educational and vocational training as being one of the top needs/responses.

Additional barriers expressed included not being eligible for services, health/disability, working during service hours, programs/services not offered in their community, unaware of where to go for services, not knowing who to trust, where to access food, and pride (not wanting help).

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)

After review of the quantitative and qualitative data collected from low-income individuals and families as well as taking into account the aforementioned causes of poverty, the conditions of poverty include the following:

- **High Unemployment Rates:** Unemployment rates in the Central Valley continue to exceed the rates in California (4.2%) with Fresno experiencing 8.1%, Tulare 10.6%, Kings 9.2%, and Kern 8.9%. Even more alarming, rural, geographically isolated, migrant and farm working dependent communities throughout our service areas report a higher level of unemployment with some areas three or four times the state rate (4.2%), such as: Delano 27.0%, Corcoran 17.6%, Reedley 20.3%, Biola 19.2% Alpaugh 27.9%, and East Porterville 27.8%. In many cases, smaller rural communities or Census Designated Places (CDP), the unemployment rate is even more extreme, exceeding the 30 percent rate such as Raisin City 32.1%, Terra Bella 34.2%, Richgrove 35.8%, and Poplar Cotton Center CDP 32.0% (Employment Development Department’s Labor Market Information - February 2023). Of our survey respondents, a higher percentage reported being unemployed (26.64%) or underemployed (17.23%) working only part time. Of these individuals 55.69% reported being laid off, 36.63% reported seasonal employment, and 6.19% listed a disaster such as COVID-19, fire, flood, etc. as the reason unemployed. Community forum responses also included unemployment insurance benefits (UIB), Employment Development Department assistance as well as lack of employment opportunities as additional needs.
- **Poverty Conditions:** According to the U.S. Census Bureau 2021 American Community Survey (ACS) 1-Year Estimates, families living below the poverty levels surpass those of the state of California (9.0%) with Fresno (16.0%), Tulare (15.5%), Kern (15.2%), and Kings (16.3%). According to this data, families with cash public assistance income also exceed that of the state (4.9%) with Fresno (5.5%), Tulare (7.3%), Kings (5.6%), and Kern (5.5%). In addition, families with Food Stamp/SNAP benefits are nearly or over twice that of the state rate (9.5%) with Fresno (18.8%), Tulare (21.9%), Kings (16.3%), and Kern (17.0%). Furthermore, the Median Household Income in our service area is far below that of the state’s (\$84,907) with Tulare (\$58,209), Fresno (\$63,656), Kings (\$62,155), and Kern (\$58,217). The Per Capita Income in our service areas is also well below that of the states average (\$42,396) with Fresno (\$28,766), Tulare (\$23,890), Kings (\$22,640), and Kern (\$25,500).

According to our surveys conducted, respondents reported receiving public benefits in the last two years at a higher rate than those shown in other data sources such as U.S. Census Bureau with 44.84% reporting receiving Food Stamps/SNAP benefits, 5.40% receiving TANF or cash public assistance, 20.66% reported receiving Medi-Cal/Medicaid, and 18.08% reported receiving

WIC. In addition, public benefits as well as poverty also came up during our community forums.

- **Lack of Health Care Coverage:** According to the U.S. Census Bureau, some of our service areas slightly exceed that of the state rate of persons without health insurance with Fresno 5.7%, Tulare 8.9%, Kings 5.7%, and Kern 7.8% (CA – 7.0%). In addition, according to our surveys 17.02% of respondents cited affordable healthcare as one of the greatest issues or concerns in their community. Health and Well-Being and affordable healthcare were also some one of the top needs cited during our community forums conducted.
- **Food Insecurity:** According to KidsData 2019, the percentage of children living in food insecure households exceeds those of the state (13.6%) with Fresno (22.0%), Tulare (23.0%), Kings (20.1%) and Kern (20.7%). Additionally, according to research from Feeding America, Map the Meal Gap 2020, Food Insecure People in California, the food insecurity rate in Fresno (14.4%), Tulare (14.9%), Kings (12.6%), and Kern (14.3%) exceeds the state rate of 9.1%. Survey and Community Forum responses also expressed needs for nutrition and summer food programs, additional food banks, food vouchers, etc.
- **Low Homeownership Rate/Rent Burdened Households:** According to responses from our surveys, respondents reported a low percentage of home ownership with only 24.23% being homeowners and 64.20% being renters. Although a much smaller sample, these results suggest that homeownership among our customers who responded are 50% lower than those reported by the U.S. Census Bureau (ACS 2021 1-Year Estimates) for homeownership for the state (55.9%), Fresno (55.8%), Tulare (57.3%), Kings (53.9%), and Kern (59.6%). In addition, during our community forums, respondents expressed the need for supportive services in the form of mortgage, rental, and utility assistance as well as the need for affordable housing and home buying assistance programs. Given the higher rate of unemployment, poverty, as well as lower wages due to the large agricultural industry and occupations of our service area, a very high percentage of this population are considered rent burdened households with rates comparable to the states (51.5%), with Fresno 51.0%, Tulare 48.0%, Kings 43.6%, and Kern 50.6% (Source: U.S. Census Bureau ACS 2021 1-Year Estimates).

Additional conditions of poverty that came up during community surveys and forums (included in our top needs tables and ranking tables as well as in the description of our analysis of quantitative and qualitative data collected from low-income individuals and families) include infrastructure and public safety issues/needs such as: crime, drugs, gangs, theft, vandalism, graffiti, homelessness, poor lighting, need for sidewalks, lack of police patrolling and police stations, road maintenance and new roads, traffic control (stop lights/signs), transportation, waste-management, city clean-up, internet access, additional parks, libraries, additional schools/teachers, gas stations, grocery stores, laundromats, and recreation centers. In addition, many conditions of poverty were also expressed and included under health and well-being and supportive services that include the need for health services and assistance, healthcare options and providers, mental health services (access, providers, and education), health services for special groups (disabled and undocumented), food banks/food distribution, potable water, energy savings assistance programs (high utilities, need for appliances and home repairs), storm/flood related assistance (supportive, relief, repairs), childcare, relief programs due to the cost of living, as well as other additional services.

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

Various methods to collect, analyze, and report customer satisfaction data to our Board of Directors are utilized. Proteus administers customer satisfaction surveys in-person and online via Survey Monkey. This process was previously performed on a quarterly basis, however, is now ongoing throughout the year. The customer satisfaction process also includes feedback received from the forums, focus groups, public hearings, comment periods, and surveys that are part of our Community Needs Assessment. Proteus leadership reports this information to the board directly through the full Board of Directors and special committee meetings that occur monthly as well as presents this information during scheduled Board of Director retreats that happen twice a year. This information is reported to our Board of Directors in order to understand customer needs, issues, concerns, improve as an organization, and most importantly, guide strategic planning and overall direction of the organization that leads to the improved service delivery and creation of additional services.

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)
<p>Employment, Training, Education, and Community Services: Employment Skills Training and Jobs Placement Assistance, Vocational Trainings, Jobs for Individuals with a Disability, Homeless Prevention and Rehousing Programs, Health & Nutrition Education, Mental Health Counseling Programs, Adult Education (i.e., ESL, HSD/GED, Citizenship), Homebuyer Education/Assistance, Foreclosure Prevention, and Financial Counseling, Substance Abuse Recovery Programs, Domestic Violence Counseling, Self-Employment & Training Counseling, Parent Engagement Training to Support Kids in School (i.e., FAFSA, DACA, Technology Courses), Parenting Skills Training and Counseling, Adult Classes/Workshops (i.e., Financial Literacy, Art, Self-Defense, Sex Education, DMV/Traffic Laws), Savings Incentive and Asset Building Programs, Senior Services (i.e., classes/workshops), EDD/Unemployment Benefits Services/Assistance, Trainings/Services for Undocumented, Consulate/Immigration Services, Farmworker Abuse Services, Trainings for Monolinguals, Services for Stay-at-Home Mothers, VITA Tax Service, Assistance with Understanding and Filling Out Forms.</p>	Family	Y	Y	Y
<p>Supportive Services: Financial Assistance Programs - Rental, Utility, Food (Vouchers, Food Banks/Distribution, Baby Formula), Gas Cards/Vouchers, Homeless Shelters & Transitional Housing Programs, Information & Referral to Social Services, Energy Savings Assistance Services (i.e., Stoves, Refrigerators, Windows, etc.), Storms/Floods Related Relief Services (i.e., Unable to Afford Storm Related Roof Repairs and Hardship Due to Not Being Able to Work During Storms/Floods), Assistance for Non-Farmworkers, Childcare, Potable Water</p>	Family	Y	Y	Y

Services, Diapers, Clothes, Relief Due to Cost of Living.				
Infrastructure/Community Maintenance & Clean-Up: Additional Parks, Lighting, Sidewalks, Street Repair, Stop Lights, Traffic Control, New Roads, Sewer Drains/Lines, Gas Station, Grocery Store, Bathrooms, Cooling Center, Laundromat, High School, Library, Potable Water, Transportation/Public Transportation/Mobile Unit, Affordable Housing (Cost/Availability), Community Cleanliness, City Clean-Up, Waste Management issues, More Teachers/More Schools, Internet Availability.	Community	Y	Y	Y
Youth Programs/Services: Programs for Youth – Employment (i.e., Paid Work Experience), Afterschool Programs, Drop-In Centers, Vocational Trainings, Gang Prevention, Education, Counseling, Childcare Recreational Activities, Sports, Events, Scholarships, Mentoring, Tutoring, Bullying Services, Head Start/Preschool.	Community	Y	Y	Y
Public Safety/Community Security: Lack of Police Station/Police Presence, School Safety (More Police & Teachers at School), Vandalism, Car Thefts, Gangs, Drugs, Criminal Activity, Graffiti, Youth Roaming Around, Security at Public Parks, Crime Prevention Programs, Expressed Fear of Free Services Due to Scams.	Community	Y	Y	Y
Health and Well-Being: Health Services/Assistance, Healthcare Options/Providers, Health Insurance Programs, Medical Assistance, Mental Health Services (Access, Providers, & Education), Health Services for Undocumented Individuals, and Health Services for Disabled (Assistance with Transportation, Supportive Services, Medication, etc. Due to Not Being Able to Work).	Family	Y	Y	Y

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

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

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

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

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

Table 2: Priority Ranking Table

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

Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category	Why is the need a priority?
1. Employment, Training, Education, & Community Services	Employment Skills Training and Jobs Placement Assistance, Vocational Trainings, Jobs for Individuals with a Disability, Homeless Prevention and Rehousing Programs, Health & Nutrition Education, Mental Health Counseling Programs, Adult Education (i.e., ESL, HSD/GED, Citizenship), Homebuyer Education and Assistance, Foreclosure Prevention, and Financial Counseling, Substance Abuse Recovery Programs, Domestic Violence Counseling, Self-Employment & Training Counseling, Parent Engagement Training to Support Kids in School (i.e., FAFSA, DACA, Technology Courses), Parenting Skills Training and Counseling, Adult Classes/Workshops (i.e., Financial Literacy, Art, Self-Defense, Sex Education, DMV/Traffic Laws), Savings Incentive and Asset Building Programs, Senior Services (i.e., classes and workshops), EDD/Unemployment Benefits Services and Assistance, Trainings and Services for Undocumented, Consulate and Immigration Services, Farmworker Abuse Services, Trainings for Monolinguals, Services for Stay-at-Home Mothers, VITA Tax Service, Assistance with Understanding and Filling Out Forms.	FNPI1, FNPI1b, SRV1b, SRV1f, SRV1i, SRV1j, SRV1k, FNPI2h, SRV1l, SRV1m	This need/concern was identified as the most needed program(s) for families in our service area expressed in the community surveys collected. In addition, this need/concern was one of the most expressed during community forums held. 42.05% of respondents identified Employment Skills Training and Job Placement Assistance as a priority for their communities; 28.24% identified Alternate Education for Obtaining a High School Diploma/GED as a priority; and 52.35% of respondents identified Job Search/Placement assistance as a program/activity that Proteus should continue to offer. Additionally, 42.29% of the respondents identified Economic Development and Job Creation Programs as a program needed for Improving the Communities Livability.
2. Supportive Services	Financial Assistance Programs - Rental, Utility, Food (Vouchers, Food Banks/Distribution, Baby Formula), Gas Cards/Vouchers, Homeless Shelters & Transitional Housing Programs, Information & Referral to Social Services, Energy Savings Assistance Services (i.e., Stoves, Refrigerators, Windows, etc.), Storms/Floods Related Relief Services (i.e., Unable to Afford Storm Related Roof Repairs and Hardship Due to Not Being Able to Work During Storms/Floods), Assistance for	SRV4c, SRV4e, SRV4i, SRV7c, SRV4m	Supportive Services was a top need/concern expressed during community forums held and community surveys collected throughout our service area. The CNA reveals that 31.8% of respondents believe that Financial Assistance Programs are most needed for families in their community. In addition, 32.91% of respondents stated that Proteus should continue to offer Supportive Services.

	Non-Farmworkers, Childcare, Potable Water Services, Diapers, Clothes, Relief Due to Cost of Living.		
3. Infrastructure/Community Maintenance & Clean-Up	Additional Parks, Lighting, Sidewalks, Street Repair, Stop Lights, Traffic Control, New Roads, Sewer Drains/Lines, Gas Station, Grocery Store, Bathrooms, Cooling Center, Laundromat, High School, Library, Potable Water, Transportation/Public Transportation, Affordable Housing (Cost and Availability), Community Cleanliness, City Clean-Up, Waste Management issues, More Teachers and More Schools, Internet Availability.	FNPI6z, SRV6d	Infrastructure/Community Maintenance & Clean-Up was one of the highest needs/concerns expressed during community forums held and surveys collected. 43.48% of respondents in the surveys identified Community Clean-up and Beautification Projects and 34.58% identified Improved Public Parks as a need to improve their community's livability.
4. Youth Programs & Services	Programs for Youth – Employment (i.e., Paid Work Experience), Afterschool Programs, Drop-In Centers, Vocational Trainings, Gang Prevention, Education, Counseling, Childcare Recreational Activities, Sports, Events, Scholarships, Mentoring, Tutoring, Bullying Services, Head Start/Preschool.	FNPI2c.2, FNPI2c.3, FNPI2d.2, SRV1j, SRV7a	Youth Programs & Services was one of the highest needs/concerns expressed during community forums held and community surveys collected. Survey respondents revealed that Gang Prevention Programs (44.65%) and Summer Jobs (40.2%) are the two top priorities for youth in their communities. Respondents also identified Youth Trainings (23.72%) as a program that Proteus should continue to offer.
5. Public Safety/Community Security	Lack of Police Station/Police Presence, School Safety (More Police & Teachers at School), Vandalism, Car Thefts, Gangs, Drugs, Criminal Activity, Graffiti, Youth Roaming Around, Security at Public Parks, Crime Prevention Programs, Expressed Fear of Free Services Due to Scams.	FNPI6z, SRV6d	Public Safety/Community Security was one of the highest needs expressed during community forums held and community surveys collected. 42.36% of respondents identified Public Safety as a concern for their communities, 29.01% identified Gang Violence and 23.79% identified Drug Addiction as top concerns in their communities.
6. Health & Well-Being	Health Services and Assistance, Healthcare Options/Providers, Health Insurance Programs, Medical Assistance, Mental Health Services (Access, Providers, & Education), Health Services for Undocumented Individuals, and Health Services for Disabled (Assistance with Transportation, Supportive Services, Medication, etc. Due to Not Being Able to Work).	SRV5f, SRV5hh, SRV5jj, SRV7c	Health & Well-Being was one of the highest needs/concerns expressed during community forums held and community surveys collected. Financial assistance (31.38%) has been identified as a need to assist when individuals cannot work due to health issues. This would include assistance with transportation and other supportive services.

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.

To improve the quality of life of farmworkers and diverse program participants by being the premier provider of services.

2. Provide your agency's Mission Statement.

To provide education, workplace training, job placement, and other support services to farm working families and diverse program participants to empower them to achieve self-sufficiency.

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))

Proteus, Inc.'s board represents the Private, Public and the Low-Income economic sectors throughout our four county service area of Fresno, Kings, Kern, and Tulare. Currently, we have 3 board members in the Private Sector, 3 members in the Public Sector, and 2 members representing the low-income sector for which we are currently in the process of recruiting to fill the remaining 4 vacant positions. Each board member brings their own expertise and capacity to the board representing the diverse communities we serve. For the recruitment of board members, we have a nomination committee that is composed of three board members as well as a nomination process. This process includes advertising board vacancies via our staff and leaders that include HR and Marketing Department, Division Directors, and Chief Executive Officer to help recruit potential candidates. Board opportunities are shared via email, our website, and social media platforms (i.e., LinkedIn, Facebook, Twitter, etc.) where interested candidates are invited from communities within our service areas. All potential candidates complete an application and those selected are asked to interview. Our seasoned board members also take an active role in mentoring newer board members on how to create interest in the board as a means for recruiting potential candidates. The public forums we conduct as part of our CSBG CAP are also utilized. We solicit input from low-income individuals, farmworkers in particular as well as others. Attendees are able to take an active role in nominating individuals they believe can best represent them well. In addition, Proteus, Inc. completes a board member assessment to determine the background and skills of each board member as well as seek out new board members possessing those skills missing or desired on the board. Proteus, Inc. looks for candidates that are well-rounded individuals with the skills sets and values that closely match the organization's goals and strategies to advance the mission of the organization now and in the future.

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)

Service Delivery System: CSBG is utilized to provide direct services in the form of emergency supportive services, adult education, vocational trainings, energy savings assistance, heat stress prevention, pesticide safety, youth services, career development, employment and training, and other services. Through the committed work of our staff, service centers, satellite offices, and American Job Centers of California (AJCC), we provide comprehensive and seamless services throughout the rural communities of Fresno, Kern, Kings and Tulare Counties. We provide programs that meet the needs of migrant and seasonal farmworkers and low-income individuals via flexible schedules, open entry-open exit instruction, and culturally sensitive outreach, recruitment, and bilingual services. Our service center sites include adequate facilities, classroom space, furniture, resource rooms, equipment, bilingual support staff necessary for customer success, and are located within rural-urban areas, facilitating access from rural communities. This structure allows Proteus to assess the immediate needs of customers, promote self-sustainability, and provide the tools and skills necessary for customers to achieve long-term goals. For the needs we are unable to address, we are able to link participants to other existing partner services via referrals to collaborative agencies. Through our extensive network of partners and services, we are able to address the needs of our communities, deliver quality programs, and consistently improve the lives of the populations we serve.

Intake Process: Customers receive information about our services and attend an orientation. Orientation is provided to all potential participants in either a one-on-one or group setting. Orientation presents a thorough overview of Proteus, Inc. services and other partner agency services available. During orientation, potential participants receive information on eligibility requirements, the process of enrollment in the programs available, and the overall "service delivery system." Additionally, information about the process and requirements is disseminated during orientation that includes a detailed explanation of the specific program activities and expectations for completing program related components. Staff then initiate intake to determine eligibility and enter this data into our data entry system(s). Staff verify personal information, check for proper documentation, and supervisory staff reviews, and approves enrollment. Eligible participants are then enrolled into the program to receive comprehensive services that may also include program co-enrollment into other programs they may benefit from. If an individual is not eligible, they are then referred to other agencies in the community for services.

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?

Given the socioeconomic landscape and barriers that individuals face throughout our service area as referenced in Part I, Question 1, the need to provide community, education, employment, training, energy, and overall supportive services to this population continues to be greater than ever. Overall, the demographic, educational, socioeconomic, and cultural barriers, as well as undiversified skills,

place individuals in our service area at a larger disadvantage than others. These societal issues throughout our service area inform every aspect of our service delivery and strategies as without these services, many would never have the opportunity to break the cycle of poverty and achieve self-sufficiency to better themselves and their families.

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)

Proteus, Inc. has working relationships with many organizations and agencies that include State Center Adult Education Consortium (SCAEC), Kern Adult Education Consortium and Sequoias Adult Education Consortium (SAEC) that include local educational agencies such as school districts, adult schools, and community colleges as well as other community based organizations, workforce development, and other public sector partners. We are a Core Partner with Local Workforce Development Boards (LWDBs) in Kings, Kern, Fresno, and Tulare counties as part of WIOA's integrated state plan, and we are a United Way affiliate in Tulare and Kings counties. We have on-going agreements or memorandums of understanding (MOUs) with these WIOA and Adult Education Consortium mandated and non-mandated partners. Each MOU conveys a unique avenue to respond to the needs of farmworkers and other low-income individuals such as recruitment and referral, expansion of service options, extension of our resources, and avoidance of duplication of services.

Proteus administers over forty (40) national, state, local, and privately funded programs in which these funds are coordinated and leveraged as appropriate to better serve our customers. We are also a strong partner and have extensive experience working with America's Jobs Centers of California (AJCCs), Department of Social Services, and Health and Human Services Agencies throughout our services areas. Our delivery system emphasizes integration of all possible resources to provide comprehensive services to customers. Arrangements with LWDBs, AJCCs, school districts, adult schools, and consortiums provide recruitment/referrals between programs, co-location of space to deliver services, shared educational resources, training to participants, and joint case management. We leverage these partnerships and funds to materialize relevant and innovative programs and services that promote the attainment of self-sufficiency. They also serve as the alternative venue to adequately meet the needs of our customers by providing direct referrals when our programs are unable to address their needs.

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)

Proteus, Inc. currently has MOUs with Local Workforce Development Boards (LWDBs) from Fresno, Kern, Kings, and Tulare counties that are aligned with the Local Area's Workforce Development Plan as part of WIOA. We are also a partner agency with adult education regional consortia such as State Center, Kern Adult Education Consortium, and Sequoia Adult Education Consortium who have their own agreements with the LWDB's. In addition, our educational and training programs are licensed under the Bureau for Private Postsecondary Education (BPPE), accredited by the Western Association

of Schools and Colleges (WASC), and approved on California's Eligible Training Provider List (ETPL) allowing LWDB's to refer customers to our trainings utilizing WIOA training funds. Through these partnerships, agencies coordinate to align and increase collaboration among service providers in order to best serve participants.

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)

With a Mission "to provide education, workplace training, job placement, and other support services to farm working families and diverse program participants to empower them to achieve self-sufficiency," we administer over 40 different programs serving some of the most low-income, underserved, and unserved individuals. Our staff is cross-trained in other programs, are able to provide a wealth of information to customers, and are involved in all program areas such as outreach, recruitment, enrollment, service provision, referral, and follow-up services. Staff approaches include public presentations and providing information on English and Spanish language television and radio community affairs programs. Flyers and brochures are disseminated at locations frequented by low-income individuals and farmworkers as well as through partner agencies. Information is also provided through our Service Center Offices as well as through our different internal Divisions/Departments in order to outreach to some of the most rural and low-income communities. For example, our Farmworker Division who administers migrant and seasonal farmworker (MSFW) and other low-income program services providing customers with energy savings assistance program information as well as our Energy Division providing MSFW or other employment and training information to their customers.

As a requirement of WIOA, Proteus coordinates with all providers who must give priority to those with barriers to employment. We work closely with the local Community Action Agencies, LWDBs, AJCCs, and other eligible entities to coordinate plans and activities to ensure no duplication of services. Additionally, many of the service providers utilize the same data management system for reporting and tracking of services such as CalJOBS, thus reducing the chance of duplication. In many counties, Proteus along with partner providers are beginning to utilize systems such as "Unite Us", a WIOA internal referral system that allows referrals to be made across programs and to outside agencies. This system assists with streamlining the referral process to other local social service providers or resources while tracking their outcomes for all referrals and services. Furthermore, our continued partnerships and open lines of communication with all partners involved in addressing the needs of the community allows us to identify beneficiaries and avoid the duplication of service delivery.

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

Over the years, we have expanded and diversified our programs leveraging funding where possible. Our delivery system emphasizes integration of all possible resources to provide comprehensive services to our customers. We utilize the co-enrollment process to not only assist participants with overcoming their barriers, but also reduce the cost-per-participant to increase the ability to assist others. In addition, we have increased our partnership and collaboration efforts with other agencies to maximize existing resources that link participants to additional services. This includes the capacity to leverage and share resources via co-location, cost sharing, and offering a wide selection of different programs while addressing multiple individual and family needs simultaneously. Oftentimes, our partners have additional resources they can provide to the program to enhance existing efforts.

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

In regards to the challenges of overcoming reduced funding allocations, we have begun to renew our five-year corporate strategic plan to redirect and clarify the direction of our services and fund seeking priorities. Our executive leadership and Board of Directors review this strategic plan throughout the year and can revisit our strategies and objectives to continue adequately serving those in need. In addition, the organization's Research and Planning Department, Division Directors, and CEO are tasked with continuously seeking funding opportunities from local, state, federal, and private foundations as well as with developing partnerships with other agencies to collaborate, broaden our programs and resource base, and leverage the cost of carrying out and sustaining programs. Furthermore, fundraising activities to increase additional unrestricted resources are also held that include an annual golf tournament as well as raffles during our annual event and other Proteus, Inc. functions to provide additional youth services and scholarships to MSFW and low-income students. An internal "caring and sharing" donation program to provide emergency assistance to those who do not qualify for services is also in place where Proteus, Inc. staff members can choose a payroll deduction if they would like to contribute to this service. Additionally, Proteus, Inc. recently has added a "donate" tab option on our website in order to increase our fundraising capabilities. Through these activities, we continue to seek the resources necessary to sustain programs. We are also constantly working on improving processes for efficiency and reviewing budgets to ensure efficient spending as well as seeking additional fundraising opportunities such as planning farmworker appreciation fundraising events in the near future.

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

In regards to volunteer hours, all board of director meetings, subcommittee meetings, community events, and intern hours are documented and are then reported using attendance sheets. For interns, hours are tracked and recorded utilizing the school provided templates as well as under the direction of their school.

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)

The overall goals of our youth programs are to minimize dropout rates in school, reduce the attachment to gangs and the gang lifestyle through engagement in alternative activities, and providing employment and training services. We continue to support after school programs that offer mentoring, leadership development, tutoring, alternative activities to gangs, awareness of the attachment of drug and alcohol's relation to mental illness, and other programs that incorporate teamwork, remaining active, and building relationships with others outside of a youth's normal circle. These programs include the operation of the Diane P. Hodges Community Center in London, a rural community in Tulare County that serves as a youth drop-in center, a place of safety and community where children of all ages can feel safe as they engage in activities that are educational, recreational, and incorporate their families, thus building a sense of community. Through the Diane P. Hodges Community Center, we administer

programs such as a Substance Abuse Prevention Program funded via the Tulare County Health and Human Services Agency that also provides information and referrals related to mental health. The Diane P. Hodges Community Center also previously provided a Successful Readers Book Program funded through United Way of Tulare County that emphasized the importance of reading and education and focused on assisting kids with obtaining free books, library cards, and participating in read across America week. In addition, Proteus, Inc. also receives funding for the Summer Night Lights program that provides youth and family centered entertainment featuring movies, food, games, music throughout various communities in our service area. Furthermore, Proteus, Inc. provides In and Out-of-School WIOA Title I-B Youth programs funded by various Local Workforce Development Boards (LWDBs) in our services areas as well as youth employment and training programs via the Department of Labor's WIOA National Farmworker Jobs Program (NFJP). These programs allow youth to gain first-hand work experience while promoting accountability, leadership, self-esteem and overall personal development.

Proteus, Inc. partners and works closely with Local Educational Agencies, LWDBs, America's Job Centers of California (One-Stops), throughout the service area to connect youth to resources when they are not in school providing them with mentoring, life skills, leadership development and job training opportunities. Recently, we were awarded funding through the United Way of Tulare County for the Employment, Safety Net Services Program in the community of London that focuses on increasing financial capability and economic security for families, and increasing access to emergency assistance and other community based safety net services. Through this program, Proteus, Inc. Community Center staff provide job readiness workshops focusing on job search, resume creation, interview tips, and career exploration. In addition, staff members plan field trips to local employers, career and technical education providers as well as to health and job fairs in the community in order to expose youth to potential employment, occupation, training, and additional safety net options available to them. Proteus, Inc. was also recently awarded for a new program in North Kern County via Employers' Training Resource (LWDB) to provide comprehensive employment and training services to Out-of-School Youth.

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)

As referenced in our response in the previous question above (Question #7), Proteus, Inc. partners and works closely with Local Educational Agencies, LWDBs, America's Job Centers of California (One-Stops), throughout the service area to connect youth to resources when they are not in school providing them with mentoring, life skills, leadership development and job training opportunities. Proteus, Inc. administers programs that include Substance Abuse Prevention Programs funded through the Health and Human Services Agency that provides information, resources, and referrals relating to mental health. In addition, Proteus, Inc. provides Title I-B Youth In and Out of School programs funded through various Local Workforce Development Boards and youth employment and training programs funded by the Department of Labor's National Farmworker Jobs Program. Furthermore, Proteus, Inc. operates and creates special programs such as those referenced that include Summer Night Lights funded through the Tulare County Health and Human Services Agency and the Successful Readers Book Program and Employment and Safety Net Resources Program funded via United Way.

The existence, continuation, and expansion of youth services Proteus provides demonstrate the

effective outcomes of ongoing collaboration and sustainability of these partnerships and outcomes over time. Proteus, Inc. collaborates with community stakeholders and other non-profits to maximize our collective impact and resources for customers and the communities we serve. A perfect example of community coordination and collaboration to meet the needs of youth, and support development and expansion of innovative community-based youth development programs includes our involvement in the Tulare County Prevention Coalition's North County Collaborative. This collaborative is a growing structure that focuses on addressing community issues such as substance abuse, teen dating violence, bullying, gang prevention, and mental health concerns through which much of the collaborative effort is in the Tulare County community of London at this time. Collaborative partners include Family Services of Tulare County, California Health Collaborative, Tulare County Alcohol and Other Drug Programs, FUEL (Future Unique Enthusiastic Leaders), Dinuba Unified School District, Dinuba Police Department, KR Pioneers, Tulare County Early Childhood Education, Family Healthcare Network, Iglesia Una Familia, Save the Children, Parenting Network, Employment Development Department, and Valley Health Team.

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)

Proteus, Inc. has been providing education, employment and training programs through a succession of federal, state and local programs for over 56 years. Employment and training services offered include, but are not limited to the Department of Labor's WIOA 167 National Farmworker Jobs Program (NFJP) for youth and adults, WIOA Low-Income Adult and Dislocated Workers, Title I-B In-School and Out-of-School Youth, Welfare to Work and Expanded Subsidized Employment programs, and Dislocated Agricultural Worker program. Proteus, Inc. is a member of California Workforce Association (CWA) and farmworker associations such as La Cooperativa Campesina de California, Association of Farmworker Opportunity Programs (AFOP), and Midwest Association of Farmworker Organizations (MAFO). We are accredited through the Western Association of Schools and Colleges (WASC) and approved by the Bureau for Private Postsecondary Education (BPPE). Through our programs and trainings, we are able to offer customers work experience, on-the-job training, job shadowing, occupational skills training, and other direct job readiness and job placement opportunities.

Currently, we collaborate with WIOA mandated partners including Local Workforce Development Boards (LWDBs), Employment Development Department (EDD), Department of Rehabilitation, America's Job Centers of California (AJCCs) and other non-mandated agencies. These partnerships include local and regional education institutions, cities, business groups, government agencies, non-profit groups, faith-based organizations, employers, and other key stakeholders. We have on-going agreements or memorandums of understanding (MOUs) with many WIOA partners. Each MOU conveys a unique avenue to respond to the needs of farmworkers and other disadvantaged populations, expand service options for participants, extend our resources, and avoid duplication of program services. Our staff is cross-trained on the enrollment requirements for other programs operated by Proteus, Inc. as well as WIOA partners. We utilize the co-enrollment process to assist the participant with overcoming their barriers, but also to reduce the cost-per-participant and potentially increase the ability to assist other participants. This coordination of employment and training activities starts from the beginning of the outreach and enrollment process in which we ensure that any customer, business owner, or vendor is given an overview of the potential services that can address their needs. This requires staff from various programs and agencies to work together leading to leveraging of more resources, the development of different types of programs and the expansion of program services.

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)

Proteus, Inc. allocates a discretionary budget and leverages funding from various programs in order to assist participants with emergency needs. Programs leveraged in addition to CSBG include the Department of Labor's National Farmworker Jobs Program (NFJP), La Cooperativa Campesina de California Title I Dislocated Agricultural Worker program, United Way of Tulare and Kings County Federal Emergency Management Agency (FEMA) Emergency Food & Shelter Program (EFSP), and La Cooperativa Campesina de California WIOA 167 Temporary Housing Assistance Program. These emergency supportive services can include rent, food, temporary housing, medical, work required clothing, fingerprinting fees, drug testing, transportation, utility assistance, work tools, childcare and allowance stipends. Proteus, Inc. also maintains a strong relationship with local community agencies such as United Way, FoodLink, Salvation Army, Catholic Charities, and many others that provide low-income individuals with nutritious foods to counteract conditions of starvation and malnutrition. In addition, in the unincorporated community of London, Proteus provides free snacks and meals to children who are in need that are out of school for the summer. For individuals who are not eligible for any of Proteus, Inc.'s current programs addressing emergency needs, participants are referred to other partner agencies in the community for services such as Community Action Agencies, Health and Human Services Agencies, Department of Social Services, Employment Development Department, local Family Resource Centers, and others as applicable.

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))

Proteus, Inc. provides comprehensive education, employment, training, and Title XXVI energy saving related programs in which we coordinate with various anti-poverty program providers throughout our service area for services we may not offer. Proteus, Inc. makes use of its existing network of service providers that includes community action agencies, Homeless Alliance, community and faith based organizations, training and employment providers, Employment Development Departments, social services, and other service groups. In our service centers, staff members refer families and individuals to partner agencies and internal Proteus, Inc. administered services for additional crisis assistance. These anti-poverty programs include Energy Savings Assistance Programs (Solar, Weatherization, CARE, etc.), TANF, SNAP, Early Childhood Education, Housing, Medi-Cal, LIHEAP utility assistance, and other local service providers that link participants to safety net services and cost-saving programs services that allows them to stretch their income. In many cases, Proteus, Inc. offers some of these anti-poverty programs internally such as Housing Assistance through supportive services funded by CSBG, FEMA Emergency Food & Shelter Program, MSFW Temporary Housing Assistance Program, and other emergency supportive service programs when available (i.e., Flood, Fire, and COVID related programs). For programs not offered internally, Proteus, Inc. provides these services indirectly through referrals as well as via partnerships with local Community Action Agencies and other partners through formalized Memorandum of Understandings.

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

In regards to Low-Income Home Energy Assistance Programs (LIHEAP), Proteus, Inc. offers many of these services via our Energy Division. Proteus, Inc.'s Energy Division has been providing services such as home weatherization, appliance replacements and improvements to low-income communities throughout our service area since 1985. Since then, Proteus, Inc.'s Energy Division has drastically expanded its programs, acquiring new programs that provide electrical and gas energy education and installations to numerous cities and towns throughout our five (5) county Energy Division service area that include Fresno, Tulare, Kings, Kern, and Northeastern Los Angeles (Lancaster) Counties. Currently, Proteus, Inc. is a licensed contractor through Southern California Edison, Southern California Gas as well as through Community Action Agencies such as Community Services Employment & Training (CSET) and Fresno Economic Opportunities Commission (Fresno EOC). In many of our service areas, Proteus, Inc. is subcontracted to provide Energy Savings Assistance Program (ESAP) services through programs funded via LIHEAP, Low-Income Weatherization Program (LIWP), and the Department of Energy Weatherization Assistance Program (DOE WAP) such as those under CSET, Fresno EOC, and Maroma Energy Services, Inc. for CSD LIWP Single-Family Energy Efficiency and Solar Photovoltaic Farmworker Housing Component 2.0. Proteus, Inc. continues to provide energy efficiency and renewable energy outreach, education, assessment, and enrollment, home weatherization, HVAC repair and replacement, energy efficient appliance repair and replacement, and California Alternative Rates for Energy (CARE) application assistance and enrollment, and overall Energy Savings Assistance Program services. Additionally, in the last few years, Proteus has expanded services to include solar installation to eligible homes, battery pack installations that store energy generated throughout the daytime to use at a later time when systems are not producing energy, and biodigester installations that convert waste into natural gas for homes in rural communities with limited access to this resource.

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)

Proteus, Inc. supports the goal of strengthening families through effective parenting. In order to do so, we continue to work with agencies such as Parenting Network, Inc. a local family resource center agency that provides services to disadvantaged families. Proteus staff members refer to their parenting classes where individuals are taught through the evidenced-based curriculum, Safe Care and Parenting Wisely. Parenting Network also offers group setting parent support, project fatherhood support classes and one-on-one home visits. We also refer to other community and neighborhood-based initiatives to achieve this goal. Proteus, Inc. also allocates resources to promote positive parenting strategies through our Diane Hodges Community Youth Center in London. In addition, we operate a Foster Family Agency in Fresno where we work with foster youth and foster parents. We provide parenting classes and training to foster parents teaching parents strategies on how to strengthen their relationship with their foster children, effective discipline techniques, and setting boundaries. In addition, Proteus, Inc. administers Welfare-to-Work and Expanded Subsidized Employment programs funded by Local Workforce Development Boards and Health and Human Services Agencies. Through these employment and training programs, workshops are provided that cover and provide referrals for topics such as money management and banking, nutrition, parenting and family wellness, tenant/landlord rights, domestic abuse, anger management, and substance abuse. Furthermore, Proteus, Inc. provides adult basic and secondary education, ESL, and EL Civics classes. These adult education classes are provided with the intent that parents, many times who are monolingual, learn English and further their

education to be actively involved in their children’s educational activities as well as provide them with support throughout their educational development.

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)

As a requirement of WIOA, Proteus coordinates with all providers who must give priority to those with barriers to employment such as local Community Action Agencies, LWDBs, AJCCs, and other eligible entities. Proteus, Inc. is also a core partner of the LWDBs in Kings, Kern, Fresno, and Tulare counties and is a partner in the State Center Adult Education Consortium (SCAEC) and Sequoias Adult Education Consortium (SAEC). Through these initiatives and partnerships, Proteus, Inc. and the many members focus on identifying resources, services, and programs available through each agency to coordinate, serve, as well as attempt to avoid the duplication of services and efforts. Through this extensive network of partners and services, we are able to address the needs of our communities, deliver quality programs, and consistently improve the lives of the populations we serve. In addition, we are able to link participants to other existing partner services via referrals to collaborative agencies for the needs we are unable to address.

Proteus, Inc. staff members are cross-trained in internal programs and other partner programs and services available in the communities we serve. Staff members are able to provide a wealth of information to customers and are involved in all program areas such as outreach, recruitment, enrollment, service provision, referral, and follow-up services. In many cases, information is provided during one-on-one or group orientations where customers are informed of the full array of services available along with an explanation of the service delivery system. Staff also provide information covering services offered by other agencies and organizations that include Local Educational Agencies, Department of Rehabilitation, Department of Social Services, Employment Development Department, and AJCC (One-Stop) Resource Rooms as well as an explanation of the benefits of utilizing these additional resources. In addition, the co-location of service providers under WIOA, the creation of specialized “Navigator” positions located at AJCCs (One-Stops), and the creation of new websites and call-in centers such as 211, allows us to direct participants to the right provider.

Proteus, Inc. makes direct referrals to partner organizations to meet the needs of customers if our organization is unable to meet those needs. In many counties, Proteus along with partner providers are beginning to utilize systems such as “Unite Us”, a WIOA internal referral system that allows referrals to be made across programs and to outside agencies. This system assists with streamlining the referral process to other local social service providers or resources while tracking their outcomes for all referrals and services. Many service providers also utilize the same data management system for reporting and tracking of services such as CalJOBS.

Proteus, Inc. staff members through case management follow the customer’s progress through all related services. The case management process is designed to follow a participant’s progress throughout the entire service delivery process from enrollment, exit, and the follow-up process. Staff

provide an extensive array of post-program services such as on-going support and counseling, assistance in the resolution of employment or education related issues, job search assistance, financial aid information, and referrals to outside sources as necessary.

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.

Proteus, Inc. works towards meeting or exceeding all programmatic and fiscal program goals set forth by our funding sources. In this pursuit, for all grant programs, Proteus, Inc.'s internal quality control includes an Internal Monitor or "Quality Assurance and Monitoring Associate" (QAMA) as well as Program Development Associates (PDA's). Proteus' internal QAMA operations are essential to ensure the following: (1) Compliance with contractual requirements and procedures (2) Effective program processes that are effective and will lead to successful program objectives (3) Identification of training issues that need to be addressed, and (4) Accurate reporting. In addition, our internal QAMA reviews governmental regulations, performs programmatic evaluations, reviews directives identifying areas of non-compliance and positive practices, and assists in improving performance accountability, outcomes, and data integrity. The internal QAMA also reviews data systems and participant files as well as assists with developing corporate policies and procedures that pertain to key administrative, program, and fiscal requirements. Proteus, Inc. PDA's are responsible for analyzing historical and current financial and programmatic data to provide input into planning, implementation, reporting, monitoring, and improvement of grants. The PDA works directly with the Division Directors, Corporate Financial Director, Director of Operations, and Chief Executive Officer to ensure budget expenditures and program activities are carried out as stipulated by grant guidelines. In addition, monthly standard program and fiscal reporting helps analyze program performance and may lead to corrective action improvement plans. Proteus, Inc.'s policy on internal monitoring is that the Division Director, Program Development Associate or the Quality Assurance and Monitoring Associate will monitor all new programs within the first 3 months of operation. Continued multiple year programs will be monitored at a minimum every 2 years and are also subject to monitoring upon the request of the Director of Operations and/or Chief Executive Officer.

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.

Proteus, Inc. currently does not utilize subcontractors as part of our CSBG provided services and funding. In the past when subcontracting to other service providers, monitoring included both onsite and desk reviews via weekly phone calls, emails, monthly partner meetings, file reviews, site visits, and the request of written reports and financial updates. Proteus, Inc.'s Energy Division does utilize subcontractors for services such as pool pump repair and replacement, energy efficiency related home inspections, HVAC, and solar installation for non-CSBG related programs that provide Energy Savings Assistance Program (ESAP) services via funding from utility companies, community action agencies, as well as other private energy related funding sources. As part of these subcontracts, Proteus, Inc. utilizes both onsite and desk reviews such as reviewing customer files or documentation, conducting random inspections to ensure that all installations have been completed correctly, performing quarterly ride-alongs, and holding quarterly meetings to discuss their performance and collaborate on developing best practices and areas of improvement. All monitoring

activities are completed according to the *Energy Savings Assistance Program California Installation Standards Manual (IS Manual)* in order to ensure that customers of homes where energy efficiency measures have been completed receive efficient and timely service. In addition, Proteus, Inc. subcontracts energy efficiency and renewable energy (EERE) service providers such as Home Built Energy as well as others that are monitored via weekly phone calls, written reports, and in-person meetings. All Proteus, Inc. subcontracts are reviewed and approved by the board of directors and Proteus' leadership team.

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)

Proteus, Inc.'s performance management and evaluation of programs involves the entire organization, beginning with our Tripartite Board of Directors who govern the corporation. The Board of Directors monitors program planning, program development, program implementation, and overall programmatic and fiscal performance of all divisions and departments comprising the organization. Utilizing monthly programmatic and financial reports through various data entry and program management systems, Proteus Division Directors along with support from Program Managers and administrative Program Development Associates (PDAs) provide continuous feedback to the Director of Operations, Corporate Financial Director, and Chief Executive Officer. Through this structure, the Director of Operations, Corporate Financial Director and Chief Executive Officer report the status of all programs to the Board of Directors through sub-committee meetings as well as through regular Board of Directors meetings on a monthly basis.

In addition, for all grant programs, Proteus, Inc.'s internal quality control includes an in-house monitor or "Quality Assurance and Monitoring Associate" (QAMA). Proteus, Inc.'s internal QAMA analyzes governmental regulations, performs programmatic evaluations, reviews and interprets federal, state and county regulations, directives, and contracts in order to assist with developing corporate policies and procedures. The internal QAMA, as well as administrative PDAs, assist with updating and creating new procedures for changes in program and fiscal processes in the Proteus internal Operations Manual and communicate these changes to staff as needed. Furthermore, PDA's analyze current and historical financial and programmatic data to provide input into planning, implementation, monitoring, reporting and improvement of programs and grants. PDAs work directly with the Division Directors, Area Managers, Program Managers, Project Coordinators, the Director of Operations, and Chief Executive Officer to ensure budget expenditures and program activities are carried out as stipulated by the contract. In addition, PDAs are also responsible for developing and coordinating program related training according to grant specifications for the various database systems that include Virtual One Stop for Local Workforce Development Boards, CalJOBS, Workforce Investment Act Tracking System (WIATS) and Proteus, Inc.'s internal data management system, Proteus One-Stop System Exchange (POSSE). The PDAs are also responsible for creating a monthly standard corporate program report or "Stat Pak" as well as monthly program budget analysis that are shared with Division Directors, Managers, Director of Operations, and Chief Executive Officer in order to analyze program performance as well as determine areas of improvement. Through this stat pak, the Chief Executive Officer is able to provide specific program performance numbers as well as discuss areas of concern or needed improvement to meet program goals.

For fiscal processes, Proteus, Inc. has a fiscal department with decades of experience in compliance of local, state and federal regulations. The organization's specially developed computerized accounting system (AccuFund) allows for a monthly Fund Balance Report (based on the General Ledger) containing detailed line items, contract-established budget amounts, current month and year-to-date expenditures, budget balance amounts, and percentages of balances to ensure the budgetary

aspect of program is on track and aligned with program performance.

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)

A recent change that Proteus implemented to improve low-income individuals and families' capacity for self-sufficiency has been to update our processes to make our services more customer-centered in order to meet the needs of our customers and the communities we serve. An example of this is the creation of our "Customer Service Committee" created in 2022 by our Chief Executive Officer who oversees the committee. The Customer Service Committee is a combination of field and administrative staff who meet monthly to discuss processes used within the organization and make new policy recommendations. This committee was created to assist with training staff on customer service, evaluate customer satisfaction surveys, discuss how to deliver services better to customers, improve the system for referring customers, and simplify the customers' eligibility process. Overall, the customer service committee was implemented to evaluate our customer-centered approach, open the door for discussions and continuous improvement ideas, and provide training to improve overall services to our low-income individuals and families.

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)

In the last 10 years, Proteus, Inc. has administered drought, flood, wildfire, and most recently, COVID emergency relief programs. Given the experience in administering these programs, all of which are implemented with an urgency to assist those in need, Proteus, Inc. has had to utilize all of the stages of the ROMA cycle in terms of assessment, planning, implementation, achievement of results, and evaluation of results to make each program better to use as a model for the next.

One change Proteus has implemented using the ROMA cycle through administering disaster relief grants is the flexibility in which we serve the customers. Proteus has many policies and procedures in place that can often act as a barrier when trying to issue services with urgency. Proteus has recognized this and created flexible policies that apply specifically to disaster relief programs.

Response and Community Awareness

Diversity, Equity, and Inclusion

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

Yes

No

2. If yes, please describe.

N/A

Disaster Preparedness

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

Yes

No

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

2021 – COVID-19 Preparedness Plan

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

Although not a plan specifically designed to remain operational and continue providing services during and after a disaster, during the COVID-19 pandemic Proteus created a COVID-19 Preparedness Plan to continue providing services while offering a safe and healthy workplace for all of our employees and our customers. This COVID-19 preparedness Plan includes strategies such as 1) Infection prevention measures; 2) Prompt identification and isolation of sick persons; 3) Engineering and administrative controls for social distancing; 4) Customer controls and protections for drop-off, pick-up and delivery of forms and documents; 5) Housekeeping, including cleaning, disinfection and decontamination; and 6) Provision of management and supervision necessary to ensure effective ongoing implementation of the plan. This plan specifically utilizes strategies to continue to remain operational and continue providing services that include but are not limited to the following: Identification and Evaluation of COVID-19 Hazards; Correction of COVID-19 hazards; Screening Measures; Return to work procedures for employees; Mask/Face Covering requirements;

Emergency paid sick leave; Emergency Family or Medical Leave Expansion Act; Work from home options (Telework, Flexible work hours, reduced work schedules, etc.); Preventative measures; and Operational safety procedures. Given our experience with the COVID-19 Preparedness Plan, Proteus has the ability to quickly implement a similar plan to remain operational during and after a disaster and continue providing services to those in need.

Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

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