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Purpose
The Community Action Plan (CAP) serves as a two (2) year roadmap demonstrating how Community Services Block Grant (CSBG) agencies plan to deliver CSBG services. The CAP identifies and assesses poverty related needs and resources in the community and establishes a detailed plan, goals and priorities for delivering those services to individuals and families most affected by poverty. CSBG funds may be used to support activities that assist low-income families and individuals, homeless families and individuals, migrant or seasonal farm workers and elderly low-income individuals and families by removing obstacles and solving problems that block the achievement of self-sufficiency. Community Action Plans must comply with Organizational Standards and state and federal laws, as outlined below.

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 provide guidance for the development of a comprehensive Community Needs Assessment. The following is a list of Organizational Standards that will be met upon completion of the CAP and CNA. This section is informational only, and narrative responses are not required in this section. Agencies are encouraged to utilize this list as a resource when completing Organizational Standards annually (Appendix A).

State Assurances
As required by the CSBG Act, Public Law 105-285, states are required to submit a state plan as a condition to receive funding. Information provided in the CAP by agencies is included in California’s State Plan. Alongside Organizational Standards, the state will be reporting on State Accountability Measures in order to ensure accountability and improve program performance. The following is a list of state assurances that will be met upon completion of the CAP. This section is informational only, and narrative responses are not required in this section (Appendix B).

Federal Assurances and Certification
Public Law 105-285, s. 676(b) establishes federal assurances agencies are to comply with. CSD, in its state plan submission, provides a narrative describing how the agencies in California will comply with the assurances. By completing and submitting this Community Action Plan, your agency certifies that it will comply with all Federal Assurances and any other laws, rules, and statutes in the performance of the activities funded through this grant. (Federal Assurances can be found in the CSBG Act Section 676) The following is a list of federal assurances that will be met upon completion of the CAP. This section is informational only, and narrative responses are not required in this section (Appendix C).
2020/2021 Community Action Plan Checklist
The following is a check list of the components to be included in the CAP. The CAP is to be received by CSD no later than June 30, 2019:

☐ Cover Page and Certification
☐ Vision Statement
☐ Mission Statement
☐ Tripartite Board of Directors
☐ Documentation of Public Hearing(s)
☐ Community Needs Assessment
☐ Community Needs Assessment Process
☐ Community Needs Assessment Results
☐ Service Delivery System
☐ Linkages and Funding Coordination
☐ Monitoring
☐ Data Analysis and Evaluation
☐ Appendices (Optional)
COMMUNITY SERVICES BLOCK GRANT (CSBG)
2020/2021 Program Year Community Action Plan
Cover Page and Certification

Submission Date: June 30, 2019

Agency Contact Person Regarding the Community Action Plan:

<table>
<thead>
<tr>
<th>Name</th>
<th>Darren Seaton</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Phone</td>
<td>(408) 378-2177</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:darrens@sacredheartcs.org">darrens@sacredheartcs.org</a></td>
</tr>
</tbody>
</table>

Certification of Community Action Plan and Assurances
The undersigned hereby certify that this agency complies with the Assurances and Requirements of this FFY 2020/2021 Community Action Plan (CAP) and the information in this CAP is correct and has been authorized by the governing body of this organization.

Melissa Morris

__________________________________________  ___________________________  ________________
Board Chair (printed name)                Board Chair (signature)         Date

Poncho J. Guevara

__________________________________________  ___________________________  ________________
Executive Director (printed name)          Executive Director (signature)  Date

Certification of ROMA Trainer
(If applicable)
The undersigned hereby certifies that this organization’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).

__________________________________________  ___________________________  ________________
NCRT/NCRI (printed name)                  NCRT/NCRI (signature)           Date

CSD Use Only:

<table>
<thead>
<tr>
<th>Date CAP Received:</th>
<th>Date Accepted:</th>
<th>Accepted By:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Vision Statement**

*Provide your agency’s Vision Statement below:*

Our vision is a community united to ensure that every child and adult is free from poverty.

**Mission Statement**

*Provide your agency’s Mission Statement below:*

Our mission is to build a community free from poverty by creating hope, opportunity, and action. We provide essential services, work together to improve our lives, advocate for justice, and inspire our community to love, serve, and share.
1. Describe your agency’s procedures for establishing adequate board representation under which a low-income individual(s), community organization, religious organizations, 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 agency to petition for adequate representation. Please place emphasis on the low-income individuals on your board.

Sacred Heart Community Service has a Board Development Committee consisting of current board members and representatives of the low-income community. This committee reaches out to and nominates low-income community members or representatives of low-income community serving organizations for consideration as a member of Sacred Heart Community Service’s board of directors. When there is an opening, the Board Development Committee, taking into consideration all board requirements, creates a petition where they nominate an individual for the Board of Directors. The nominating petition has a biography for the possible candidates, is in multiple languages and then provided for members to evaluate and sign. Once the nomination receives sufficient support, the Board Development Committee then makes recommendations to the Board of Directors. The Board of Directors decides whether to accept the nomination and approval of the membership.

2. Please describe how the individuals on your Advisory or Governing Board are involved in the decision-making process and participate in the development, planning, implementation and evaluation of programs funded under CSBG to meet the requirements listed above.

Annually, the Board of Directors hold a retreat where they evaluate Sacred Heart Community Service’s (SHCS) programming and the requisite funding. Additionally, staff creates an annual operational plan for each program that sets out goals and connection to the strategic plan. The Board of Directors also completes their own operational plan for their duties. On a quarterly basis, the Programs and Services Committee evaluates the results of the operating plans and asks questions of the programs about success and challenges in achieving desired outcomes. This information is reported to the full Board of Directors at a regularly scheduled meeting.
Documentation of Public Hearing(s)

California Government Code 12747(b)-(d) requires all agencies to conduct a public hearing in conjunction with their CAP. In pursuant with this Article, agencies must prepare and present the completed CAP for public review and comment. The public hearing process must be documented to include how the hearing was advertised and all testimony presented by the low-income and identify whether the concerns expressed by that testimony are addressed in the CAP.

The agency shall conduct at least one public hearing and provide for a public comment period.

Note: Public hearing(s) shall not be held outside of the service area(s)

1. The agency has made (or will make) the plan available for review using the following process:

- **Public Hearing**
  - Date: June 1, 2019
  - Location: Sacred Heart Community Service

- **Public Comment Period**
  - Inclusive Dates for Comment: June 21, 2019

2. When and where was/will be the Public Hearing Notice(s) published or posted? List the dates and where below:

<table>
<thead>
<tr>
<th>Date</th>
<th>Where (name of newspaper, website, or public place posted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 14</td>
<td>We invite to 1,984 of our low-income community members via email (412 people opened). We posted flyers throughout the agency in English and Spanish</td>
</tr>
<tr>
<td>May 15</td>
<td>We invited to 24,920 general community members (mostly donors and volunteers) via our email newsletter (5,286 people opened the email). Sent print press release to - Media outlets including: ABC 7, KTVU Fox 2, NBC Bay Area, KRON CBS, KRON, Univision, Telemundo (TV); KCBS (radio); The Mercury News, San Jose Spotlight, San Jose Inside</td>
</tr>
<tr>
<td>May 20</td>
<td>We invited to 309 of organizational partners via email (57 organization opened)</td>
</tr>
<tr>
<td>May 20 - 24</td>
<td>We distributed 1,000 postcard size invitations in pantry brown bags and to clients arriving in the agency</td>
</tr>
<tr>
<td>May 28</td>
<td>We sent a reminder to 23,137 of our general community members via email (6,425 people opened).</td>
</tr>
<tr>
<td>May 29</td>
<td>We sent a reminder to 1,605 of our low-income community members via email (503 people opened)</td>
</tr>
</tbody>
</table>
Community Needs Assessment

Public law 105-285 requires the state to secure from each agency, as a condition to receive funding, a CAP which includes a Community Needs Assessment (CNA) for the community served. Additionally, state law requires each CSBG agency to develop a CAP that assess poverty-related needs, available resources, feasible goals and strategies, and that yields program priorities consistent with standards of effectiveness established for the program (California Government Code 12747(a)).

As part of the CNA process, each organization will analyze both qualitative and quantitative data to provide a comprehensive “picture” of their service area. To assist the collection of quantitative data, CSD has provided a link to a dashboard with the latest Census data with easily available indicators at the county level.

https://public.tableau.com/profile/benjamin.yeager#!/vizhome/Cap_Assessment/CAPData

The link gives agencies access to the five-year American Community Survey (ACS) data for every county in the state. By clicking on a county, the user will have access to quantitative data such as the poverty rate, median income information, and unemployment rate.

<table>
<thead>
<tr>
<th>Helpful Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States Census Bureau</td>
</tr>
<tr>
<td>Poverty Data</td>
</tr>
<tr>
<td>State of California Department of Justice</td>
</tr>
<tr>
<td>Statistics by City and County</td>
</tr>
<tr>
<td>U.S. Department of Housing and Urban Development</td>
</tr>
<tr>
<td>Homelessness Assistance</td>
</tr>
<tr>
<td>click here</td>
</tr>
<tr>
<td>Employment Development Department</td>
</tr>
<tr>
<td>Unemployment Insurance Information by County</td>
</tr>
<tr>
<td>click here</td>
</tr>
<tr>
<td>California Department of Education</td>
</tr>
<tr>
<td>Facts about California Schools</td>
</tr>
<tr>
<td>Using DataQuest</td>
</tr>
<tr>
<td>California Department of Public Health</td>
</tr>
<tr>
<td>Statistical Data</td>
</tr>
<tr>
<td>click here</td>
</tr>
<tr>
<td>Bureau of Labor Statistics</td>
</tr>
<tr>
<td>Labor Data</td>
</tr>
<tr>
<td>California Department of Finance</td>
</tr>
<tr>
<td>Various Projections/ Estimates</td>
</tr>
<tr>
<td>click here</td>
</tr>
<tr>
<td>Community Action Partnership</td>
</tr>
<tr>
<td>Community Action guide to develop a CNA</td>
</tr>
<tr>
<td>click here</td>
</tr>
<tr>
<td>A Comprehensive Community Needs Assessment (CCNA) Tool</td>
</tr>
<tr>
<td>Statistical Data to assist CNA development</td>
</tr>
<tr>
<td>click here</td>
</tr>
</tbody>
</table>
Community Needs Assessment Process

(Organizational Standards 1.1, 1.2, 1.3, 2.2, 3.2, 3.3, 3.4, 3.5)

The CNA captures the problems and conditions of poverty in the agency’s service area based on objective, verifiable data and information gathered through various sources. Identified problems and conditions must be substantiated by corroboration through public forums, customer questionnaires, surveys, statistical data, evaluation studies, key informants, and/or other reliable sources. The CNA should be comprehensive and serve as the basis for the agency’s goals, and program delivery strategies as reported on the CSBG Annual Report. The CNA should describe local poverty-related needs and be used to prioritize eligible activities offered to low-income community members over the next two (2) years.

Please indicate which combination of activities were used in completing the CNA, including when and how these activities occurred in the spaces below. If the activity was not used, please type N/A or Not Used.

<table>
<thead>
<tr>
<th>Focus Groups</th>
<th>n/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Mapping</td>
<td>n/a</td>
</tr>
<tr>
<td>Surveys</td>
<td>Survey of 3,333 Sacred Heart Community Service Clients – 3,081 surveys used.</td>
</tr>
<tr>
<td></td>
<td>Survey of 292 Community Based Organizations, nonprofits, churches, schools – 50 responses</td>
</tr>
<tr>
<td>Community Dialogue</td>
<td>Sacred Heart Community Service facilitates eight committees comprised of people impacted by community problems. We also have two dozen regular low-income volunteers. In our work with them, we identify major issues affecting their lives.</td>
</tr>
<tr>
<td>Interviews</td>
<td>n/a</td>
</tr>
<tr>
<td>Public Records</td>
<td>For demographic data we rely heavily upon the U.S. Bureau of the Census American Communities Survey Advanced Search. This year we use 2013-2017 5-year estimates. We also utilized the 2019 Silicon Valley Index conducted by Joint Venture Silicon Valley Institute for Regional Studies. Here forward we refer to this source as SVI 2019. This non-partisan, non-government report provides in-depth data about trends in demographics, the economy, education, health, safety, housing, transportation, environment, and governance. The index defines Silicon Valley as a combination of San Mateo County (population 748,731), Santa Clara County (population 1,868,149), three cities, Fremont, Newark, and Union City, in southern Alameda County (combined population 342,118), and a small portion of Santa Cruz County called Scotts Valley (population 11,780). These areas are within 50 miles of major industry as well as San Jose – the County Seat. Silicon Valley Competitiveness and Innovation Project - 2019 Update (SVIP 2019) and the Silicon Valley Leadership Group priorities 2019-21 (SVLG priorities 2019-21) report. The Silicon Valley Leadership Group facilitates collection on community needs from the private sector and issues these reports indicating the biggest challenges and highest priorities for companies in the region.</td>
</tr>
</tbody>
</table>
Date of most recent completed CNA: May 31, 2019

Date CNA approved by Tripartite Board (most recent): June 21, 2019
(Organizational Standard 3.5.)
Your responses to the questions below should describe how the agency ensures that the CNA reflects the current priorities of the low-income population in the service area, beyond the legal requirements for a local public hearing of the CAP.

1. For each key sector of the community listed below, summarize the information gathered from each sector and how it was used to assess needs and resources during the needs assessment process (or other planning process throughout the year). These sectors should include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

   (Organizational Standard 2.2)

We asked 292 organizations (Community-based organizations, faith-based organizations, public sector, and educational institutions) to take our community needs survey. Forty-five organizations responded with usable data. Please find a list of questions asked in Appendix D. We focused on answers to questions about what the biggest challenges in the community are and the adequacy of services provided. Sacred Heart Community Service actively participates in convening the Emergency Assistance Network (a group of seven agencies providing food and housing services to low-income community members), serves as the system administrator for our Homelessness Prevention Program, and frequently sends senior staff to convening of Silicon Valley Council of Nonprofits. Information gathered in these settings, and reported back in our weekly senior staff meetings, helps verify findings we gather in the survey.

To incorporate the wealthy and robust private sector perspective we draw on the Silicon Valley Competitiveness and Innovation Project - 2019 Update and the Silicon Valley Leadership Group priorities 2019-21 report. The Silicon Valley Leadership Group facilitates collection on community needs from the sector and issues these reports indicating the biggest challenges and highest priorities for companies in the region.

2. Describe the causes and conditions that contribute to poverty affecting the community in your service area.

   (Organizational Standard 3.4)

Housing costs are one of the biggest drivers of poverty in Santa Clara County. On January 1, 2019 the minimum wage in Santa Clara became one of the highest in the Country at $15 per hour. Many workers earn even more. However, housing is also some of the most expensive in the county. The median apartment rents for $2,911 per month (SVI 2019 p. 68) and the median home sells for $1.2 million (SVI 2019 p. 64). Housing costs are driven by three factors. First, the region has not built enough housing to keep up with population growth. Second, the region has built even less affordable housing relative to the need – most housing that is built is not affordable to working class and poor residents. Third, market rates are driven up by the ability of people to pay and high levels of income inequality drive up housing costs.

The housing crisis has also driven up the cost of living more generally. For example, childcare workers must be paid more and therefore childcare costs go up.

Many lower-income earners are moving out of the county in order to afford housing and commuting in to this major job center. This, along with population growth seems to be contributing to traffic and transportation concerns.

Please find a full accounting of the Community Needs Assessment in Appendix E.
3. Describe your agency’s approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board.
   (Organizational Standard 1.3)

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

4. 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)

Our data on poverty by gender, age, race/ethnicity comes mostly from the U.S. Census Bureau Community Needs Survey Advanced Search. Because the Federal Poverty level is very low relative to the cost of living in the area, we also report overall poverty rates using the self-sufficiency measure. This measure first developed at the Center for Women’s Welfare at University of Washington by Diana Pearce attempts to calculate the minimum income families of different sizes and compositions would need to cover basic needs (housing, food, childcare, transportation, healthcare, taxes at the like) without any government assistance. The 2018 calculation suggests that 28 percent of Santa Clara County residents are not self-sufficient and may be struggling to cover their basic needs. A family with two adults would need to earn $93,737 to make ends meet without assistance (Insight Center for Economic and Community Development https://insightcced.org/2018-family-needs-calculator/)

5. Briefly summarize the type of both qualitative and quantitative data collected and analyzed as part of the needs assessment process.
   (Organizational Standard 3.3)

Quantitative data - surveys of 3,081 SHCS clients and 45 organizations. Some qualitative write-in questions were included in the organizational survey. See Appendix D

Qualitative data - interaction with client committees and regular low-income volunteers. Participation in nonprofit convening and collaborations as described in question 1.

6. Describe how the agency analyzes information collected from low-income individuals as part of the community needs assessment process.
   (Organizational Standard 1.1, 1.2)

Beginning in January 2018 we began surveying all new customers and those providing data updates with our community needs survey. This methodology allowed us to gather 3,033 responses. Written questions are provided in English (18%) and Spanish (82%) and staff are available to translate into Chinese and Vietnamese. In the survey, we sought to understand the major issues or challenges affecting people and their families. In one version we provided a list of areas by which they might feel challenged including: Lack of jobs, Low-wage jobs, Crime and safety, Housing, Transportation, Immigration, Health, Food and nutrition, Education, Childcare, and a fill in “Other” category. Working from this list we asked people to “circle any challenges affecting you and your family. Then, rank the challenges you have circled with 1 being the biggest problem, 2 being second biggest and so on.” We instructed them to “Leave blank anything that you feel is going well.” Using this method, we were able
to see which areas presented challenges at all and their relative importance for people. From 10 choices, the median respondent identified three as major challenges.

Since our last Needs Assessment in 2017, Sacred Heart Community Service has developed ongoing and frequent relationships with about 100 low-income community leaders organized in 8 committees. These leaders meet, at minimum, on a monthly basis with our staff to discuss community issues and consider solutions including expansion or improvement of programs and policy advocacy. This model has allowed our staff to remain constantly and directly aware of the issues facing our low-income community.
Community Needs Assessment Results
(Organizational Standard 3.4, 4.2, 4.3, CSBG Act Section 5.76(b)(12))

Utilize the table below to list the needs identified in your Community Needs Assessment. If additional space is needed, insert a new row.

Needs Table

<table>
<thead>
<tr>
<th>Needs Identified</th>
<th>Integral to Agency Mission (Yes/No)</th>
<th>Currently Addressing (Yes/No)</th>
<th>Agency Priority (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable housing, eviction protection, protection against exorbitant rent increases</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Food/nutrition</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Unemployment, underemployment, low-wage jobs</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Transportation</td>
<td>No</td>
<td>Yes (limited)</td>
<td>No</td>
</tr>
<tr>
<td>Health</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

Needs Identified: list the needs identified in your most recent Needs Assessment.

Integral to Agency Mission: indicate yes/no if the identified need aligns with your agency mission.

Currently Addressing: indicate yes/no if your agency is already addressing the identified need.

Agency Priority: indicate yes/no if the identified need will be addressed either directly or indirectly.

For needs marked “no” in “Agency Priority”, please describe how the gap was identified, (CNA, surveys, focus groups, etc.) and why the gap exists (Federal rules, state rules, lack of funding/resources, etc.) Explain how your agency plans to coordinate services and funding with other organizations to address these service gaps. Include how you ensure that funds are not used to duplicate services. If you will not be coordinating services to address the service gaps, please explain why.

(CSBG Act Section 676b(3)(B),(5), State Assurance 12760)

Santa Clara County is a massive county with a population close to two million people, and there are more than 15 community clinics in the area that offer free medical services to low-income and/or uninsured people and at least a dozen local and regional transportation systems. Given this reality, SHCS does not wish to duplicate services in transportation or health especially when they do not represent our one of our core strengths. That said, we do provide limited services and/or collaboration when strategic.
Transportation: In the past four years Sacred Heart has advocated for transportation funding to be shared equitably across all sectors of the community. We currently provide emergency bus passes to members that can show proof of a medical appointment or an appointment within the criminal justice system. We also distribute monthly transit passes at a discounted rate to clients with whom we work closely. In FY 2018-2019 we served 537 unique individuals with an average of 8 months of passes.

Health: We coordinate with health care groups to provide our clients with information and access. Gardner Health Services regularly sets up a table at SHCS in order to connect clients with health services and screen them for Medi-Cal. SHCS also conducts outreach and education about our work at various health clinics and hospitals including Valley Medical, O'Connor, and Stanford. These clinics and hospitals, in turn, refer people to our programs. Stanford pediatric residents come to SHCS once a month to meet parents and answer questions they have about their children's health. It is an effort that allows new doctors to meet with the community and the community to meet with them.

Refer to Needs Table. For needs marked “yes” in “Agency Priority”, please stack rank according to priority, and complete the table below. If additional space is needed, insert a new row.

**Priority Ranking Table**

<table>
<thead>
<tr>
<th>Agency Priorities</th>
<th>Description of programs/services /activities</th>
<th>Community/ Family &amp; Individual</th>
<th>Indicator/Service Category (CNPI, FNPI, SRV)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>Sacred Heart Community Service is the county-wide coordinator of our Homelessness Prevention System and offers HPS services directly to our customers. This service provides emergency assistance to households facing eviction as well as first month’s rent and security deposits for households securing new housing. We measure whether households sought out any emergency shelter or homeless services since receiving the funds. Sacred Heart Community Service also facilitates two committees of community leaders to fight for housing policy change.</td>
<td>Community/ Family &amp; Individual</td>
<td>FNPI 4 (b,e,h)</td>
</tr>
<tr>
<td>Food, Nutrition</td>
<td>Pantry - Clients can come to SHCS twice per month to receive full pantry services including dry goods, produce, eggs, meat, and bread. The quantity of food is matched to family size. Clients can come in weekly to receive produce alone. La Mesa Verde helps families learn to garden, provides them with raised garden beds and free plants providing supplemental organic fruit and vegetables.</td>
<td>Family and Individual</td>
<td>Pantry (SRV5jj) LMV (SRV 5ff, 5gg)</td>
</tr>
<tr>
<td>Employment, Income Support</td>
<td>Our job link program helps people find employment, file tax returns, and increase financial health via opening savings accounts and increasing assets. SHCS also supplements income as the county agency administering LIHEAP.</td>
<td>Family and Individual</td>
<td>FNPI 1 (b,c,d,e,f,h,3) SRV3 (b,c,l,o)</td>
</tr>
</tbody>
</table>
**Agency Priorities:** Stack rank your agency priorities with the top priority ranking #1.

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

**Community/Family & Individual:** Identify if the need is community, or family/individual level.

**Indicator/Service Category (CNPI, FNPI, SRV):** Indicate which indicator or service will be reported in annual report.

**Reporting Strategies Table**

Utilize the table below to identify the reporting strategies for each Indicator/Service Category as identified in the Priority Ranking Table. If additional space is needed, insert a new row.

<table>
<thead>
<tr>
<th>Indicator/Service Category (CNPI, FNPI, SRV)</th>
<th>Measurement Tool</th>
<th>Data Source, Collection Procedure, Personnel</th>
<th>Frequency of Data Collection and Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>FNPI 4b The number of households who obtained safe and affordable housing</td>
<td>Countywide HMIS Database; SalesForce</td>
<td>Clients being served in the Family Assistance program complete extensive applications and surveys to determine eligibility for housing assistance; all transactions are recorded in the countywide database as well as the SalesForce database by staff or trained volunteers.</td>
<td>Data is collected and input daily; reports are generated and analyzed at least quarterly - or on a more frequent basis if necessary.</td>
</tr>
<tr>
<td>FNPI 4e the number of households that avoided eviction</td>
<td>Countywide HMIS Database; SalesForce</td>
<td>Clients being served in the Family Assistance program complete extensive applications and surveys to determine eligibility for housing assistance; all transactions are recorded in the countywide database as well as the SalesForce database by staff or trained volunteers.</td>
<td>Data is collected and input daily; reports are generated and analyzed at least quarterly - or on a more frequent basis if necessary.</td>
</tr>
</tbody>
</table>

**Food/Nutrition**
<table>
<thead>
<tr>
<th>SRV 5jj - Number of unduplicated households and individuals that receive food.</th>
<th>SalesForce with unique identifying IDs for every individual</th>
<th>When people come to SHCS for services volunteers enter their unique ID number, the database verifies eligibility, and the volunteer registers the services received.</th>
<th>Data is collected daily and reported quarterly in our operations plan and to funders as requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>SRVSff - skills classes (gardening, cooking, nutrition) SRV 5gg community gardening activities</td>
<td>SalesForce with unique identifying IDs for every individual</td>
<td>When we hold a class, workshop, or gardening event staff create a list of invited attendees. When attendees arrive, they sign in on a sign-in screen on the computer. This tracks attendance and assigns it to individuals.</td>
<td>Data is collected immediately after the event or class. We review data on a monthly basis within the team and a quarterly basis agency wide.</td>
</tr>
<tr>
<td><strong>Employment, Income support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FNPI 1b-f unemployed individuals that obtained and maintained employment</td>
<td>SalesForce interface provided by LISC</td>
<td>Volunteers and staff follow-up with client or employer on the indicated interval</td>
<td>Data is collected immediately after volunteers conduct calls and reported quarterly</td>
</tr>
<tr>
<td>FNPI 1h.3 the number of employed participants who increased benefits related to employment</td>
<td>SalesForce interface provided by LISC</td>
<td>Volunteers and staff follow-up with client or employer on the indicated interval</td>
<td>Data is collected immediately after volunteers conduct calls and reported quarterly</td>
</tr>
<tr>
<td>FNPI 3c - the number of individuals who opened a savings account or IDA</td>
<td>SalesForce interface provided by LISC</td>
<td>Clients open an account with the VITA volunteer. This is then reported in Taxslayer</td>
<td>Data is collected immediately after volunteers conduct calls and reported quarterly</td>
</tr>
<tr>
<td>FNPI 3g - the number of individuals who increased their net worth</td>
<td>SalesForce interface provided by LISC</td>
<td>Financial coaches conduct a follow-up call or appointment and ask the client about changes in net worth.</td>
<td>Data is collected immediately after volunteers conduct calls and reported quarterly</td>
</tr>
<tr>
<td>SRV 3o VITA, EITC, or OTher Tax Preparation programs</td>
<td>Taxslayer</td>
<td>Volunteer tax preparers submit the tax return with the unique site ID and the unique preparer ID. The IRS then sends us a report at the end of tax season sharing how many returns we filed, the total dollar amount of returns, and how many families benefited from EITC.</td>
<td>Annual report of outcomes. As May 15th annually. As we provide the service we have target goals that are converted into appointments and aim to fill every appointment. This is monitored weekly or more often as needed.</td>
</tr>
<tr>
<td>SRV 4i Utility Payments</td>
<td>ServTraq database</td>
<td>Staff enter LIHEAP applications into the database. Servtraq report is run to identify number of household.</td>
<td>Internally, we examine the number of new applications weekly, so that we meet our outreach and spending goals. We report to CSD on a monthly basis.</td>
</tr>
<tr>
<td>FNPI 4h The number of households with improved energy efficiency and/or energy burden reduction in their homes</td>
<td>ServTraq database</td>
<td>Sacred Heart no longer conducts home weatherization. Previously, staff entered information into ServTraq on measures installed at a home.</td>
<td>Monthly</td>
</tr>
</tbody>
</table>

**Indicator/Service Category:** Refer to Indicator/Service Category in last column of the Priority Ranking Table.

**Measurement Tool:** Identify the type of tool used to collect or measure the outcome.

**Data Source, Collection Procedure, Personnel:** Describe the source of data, how it is collected, and staff assigned to the task(s). Be specific and provide detail for activity both internal and external to the agency.

**Frequency of Data Collection and Reporting:** Describe how often data is collected and reported internally and externally. Include documentation available.
Service Delivery System
(CSBG Act Section 676(b)(3)(A))

Describe the overall Service Delivery System for services provided with CSBG funds and describe your agency’s services enhance and/or differ from those offered by other providers, i.e. bundled services—please include specific examples.

1. Please describe the agency’s service delivery system. Include a description of your client intake process or system. Also specify whether services are delivered via direct services or subcontractors, or a combination of both.

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

To access our programs and services, each individual must complete SHCS’ new member registration at our Welcome Center. Our Welcome Center team registers over 125 new members each week. During registration, our Welcome Center staff will request individuals to provide a photo ID for all adults in their household, a proof of address, and medical card or insurance card for all children under the age of 18; this information is recorded in our Salesforce database. SHCS has made significant investments in Salesforce to capture the number of households served through our programs, like our emergency food services, and to capture our members’ involvement across the agency.

As a leader of the Emergency Assistance Network (EAN), SHCS also collaborates closely with many different organizations to provide comprehensive countywide care to members in Santa Clara County. Specifically, we subcontract with 10 partner agencies to operate the Homeless Prevention System (HPS) Network and our Rapid Response Network; two key programs that help protect our community members.

2. Please list your agency’s programs/services/activities funded by CSBG, including a brief description, why these were chosen, how they relate to the CNA, and indicate the specific type of costs that CSBG dollars will support (examples: staff salary, program support, case mgmt., T/TA, etc.)

Sacred Heart Community Service (SHCS) is a grassroots anti-poverty organization that provides services but also stresses leadership development, self-actualization and systems change. To be able to engage members to organize for a change in the broken system, SHCS has discovered that we must address people’s most pressing needs. As measured by the CNA, SHCS is working to confront the challenges of housing, employment, food insecurity, and more.

CSBG allow SHCS to work on these issues by providing a flexible source of funding for administrative and overhead costs, capacity building, and as a way to leverage additional funds and make up resource gaps
in the organization’s programs as needed. To that end, CSBG functions to pay staff salaries, program costs, training and technical support.

Linkages and Funding Coordination
(Organizational Standards 2.1-2.4)
(CSBG Act Section 676b(1)(B), (1)(C), (3)(C), (3)(D), (4), (5), (6), (9))
(State Assurance 12747, 12760, 12768)

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, please list the coalitions by name, who participates, and methods used by the coalition to coordinate services/funding.
   (Organizational Standard 2.1, CSBG Act Section 676(b)(1)(C), (3)(C))
Sacred Heart Community Service participates in 3 main coalitions that work with the low-income community in Santa Clara County.

   Destination Home
Sacred Heart Community Service is the master contractor for Destination Home’s Homelessness Prevention System for Santa Clara County. Sacred Heart manages 14 subcontractors who are participating in the Homelessness Prevention System (HPS) program. HPS provides temporary financial assistance (e.g. rent, deposit, or utilities payment) to low-income families or individuals who are struggling to maintain their housing. HPS is available to low-income (80% of Area Median Income) households in Santa Clara County who are at imminent risk of losing their housing.

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

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

2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding.
   (Organizational Standard 2.1).

In addition to the Destination Home, the Rapid Response Network, and the Emergency Assistance Network, Sacred Heart Community Service also coordinates with Second Harvest Food Bank regarding food distribution. SHCS works within the Second Harvest system to provide groceries and fresh fruits and vegetables to people who reside in 15 postal zip codes in addition to homeless individuals. People residing
outside those zip codes will receive emergency provisions and a referral to the Second Harvest site within the zip code in which they reside.

3. Describe how your agency utilizes information gathered from key sectors of the community:
   a. Community-Based
   b. Faith-Based
   c. Private sector (local utility companies, charitable organizations, local food banks)
   d. Public Sector (social services departments, state agencies)
   e. Educational Institutions (local school districts, colleges)

Describe how your agency will coordinate and partner with other organizations in your service area. (Organizational Standard 2.2, CSBG Act Section 676(b)(3)(C), (9))

Please see the “Community Needs Assessment Process” section for information gathered from these sectors. After gathering and analyzing this information, we include it in our Community Needs Assessment (see Appendix E). In that document, we privilege the perspectives of low-income community members, compare, and contrast these results with the perspectives of organizations and the private sector to provide a balanced discussion of the needs.

Additionally, Sacred Heart’s tripartite board chair is a Deacon in the Catholic Church and other board members work at the Jewish Community Relations Council, Latinos United for a New America, Palo Alto Networks, Notre Dame High School, the San Jose Housing Department, Santa Clara County Chief Executive’s office, US Department of Education, McDonalds, and Microsoft.

4. Describe how services are targeted to low income individuals and families and indicate how staff is involved, i.e. attend community meetings, I&R, etc. Include how you ensure that funds are not used to duplicate services. (CSBG Act Section 676(b)(3)(C), 676(b)(9), State Assurance 12760)

Sacred Heart conducts outreach activities to share information about our services with staff and clients at other organizations that typically serve low-income people including: Social Services Agency, affordable housing complexes, Emergency Assistance Network organizations, hospitals, clinics, and community wide events hosted by the City of San Jose (a geography with concentrated poverty in the County). We also encourage our clients to tell friends and family about our work and train community-based volunteers how to do outreach through our Promotora and leadership programs. Occasionally, volunteers and staff also go door to door to make the local community aware of our programs, services, and volunteer opportunities. Through these methods, we are able to fill most programs. We see more than 17,000 families per year. We ensure non-duplication of food and housing programs by coordinating countywide delivery systems. We are the only LI-HEAP provider in the County. In order to prevent duplication of services, Sacred Heart contracts with a CSD-approved vendor for data entry and monitoring purposes. Applications are entered into this database and applications/households are issued a unique application number. Other programs are more neighborhood specific so that they are offered at multiple sites - education, childcare, financial coaching - but do not serve the same people.
5. If your agency is a Migrant and Seasonal Farmworker (MSFW) agency, describe how you will coordinate plans and activities with other agencies funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries. If your agency is not a MSFW, please mark N/A.  
   (State Assurance 12768)

   N/A

6. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. Describe your agency’s contingency plan for potential funding reductions.  
   (State Assurance 12747)

   SHCS is committed to maintaining a broad base of financial support and relies on funding from multiple sectors of the community. We are able to leverage 50 years of experience and our status as the Community Action Agency for Santa Clara County and our extensive support from government entities – local, state and federal – to attract private foundations, corporations and individuals who are confident in our ability to deliver effective services, successful outcomes, and manage complex contracts.

   In addition, the agency raises over $3,000,000 in private funding from individual donors, foundations, and corporations each year, significantly leveraging its public funding. Our extensive network of individual volunteers and groups regularly seek ways to deepen their impact in the community. In our Economic Empowerment programs, our volunteers contribute valuable hours screening clients for public benefits eligibility, lead workshops on financial literacy and interview skills, and work with clients to meet their financial goals.

7. Describe how your agency communicates its activities and its results to the community, including how the number of volunteers and hours are documented.  
   (Organizational Standard 2.3, 2.4)

   SHCS’ Community Resource Development (CRD) team utilizes a variety of media tools to share information about our programs to the public. We use our monthly electronic newsletter, which has 22,000 subscribers, to share information about our upcoming events and novel changes in our programs. SHCS also uses our annual report, which we mail to 15,000 individuals, to share program updates and relevant data on the issues our community faces.

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

   At SHCS, we rely greatly on the 10,000 annual volunteers are involved in our food, education, urban gardening, and economic empowerment programs. To track our volunteer engagement, SHCS utilizes our Salesforce database. When volunteers register for the first time, an account is created in Salesforce. Each volunteer shift they work will be linked to their account.
8. 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. Describe how your agency will contribute to the expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as: programs for the establishment of violence-free zones that would involve youth development and intervention models like youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs. (CSBG Act Section 676(b)(1)(B))

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

Students in both programs also engage in activities that promote wellness and healthy emotional development. In After School Academy, each student participates in the MindUp program that teaches youth how to practice mindfulness and improve his or her ability to relax. In our Summer Academy, students participate in the Mindful Movements class, a course designed by Santa Clara University, to help them understand their reactions to stress.

Both programs incorporate activities that teach important skills for our students’ future success. In our After School Academy, our middle school curriculum focuses on leadership development. Our middle schools students participate in the 4-H program twice a week. Through this program, our middle school students work with volunteers from the Cooperative Extension to teach activities and lessons, focused on STEM subjects, to our K-2 students.

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

9. Describe how your agency will provide employment and training activities. If your agency uses CSBG funding to provide employment and training services, 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))

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

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

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

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

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

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

11. Describe how your agency will ensure coordination between antipoverty programs in each community in the State, and ensure where appropriate, that the emergency energy crisis intervention programs under title XVI (relating to low-income home energy assistance) are conducted in the community.
   (CSBG Act Section 676(b)(6))

SHCS is the Low Income Home Energy Assistance Program (LIHEAP) provider for Santa Clara County. To ensure that the community has access to LIHEAP utilities assistance, SHCS staff conduct outreach at
partner organizations across the county. Our LIHEAP team also screens countless individuals each day and processes utility assistance applications to help families reduce their expenses. In addition, SHCS is a member of Santa Clara County’s Emergency Assistance Network, a local collaboration of agencies that provide emergency financial assistance to low-income households in Santa Clara County. The EAN coordinates assistance to ensure funds are distributed geographically across the County and works together to better integrate systems for more effective delivery. Sacred Heart also participates in other collaborative networks of antipoverty programs and service providers, including Step Up Silicon Valley and the Santa Clara County Collaborative on Housing and Homeless Issues.

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

Through this program, parents also learn how positive interactions with their children, like family games, activities, and storytelling, can promote child development and healthy brain connections. Most parents participate with their infants so they can practice sensitive caregiving with their babies during each session. As our participants practice habits of resilience, they are more able to manage stress more effectively and parent-child interactions become more proactive rather than reactive. The sessions also build peer support among participants, which reinforces learning and provides a safe place for participants to express themselves.

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

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Monitoring
(CSBG Act Section 678D(a)(1)(B))

1. Describe your agency’s specific monitoring activities and how they are related to establishing and maintaining the integrity of the CSBG program, including your process for maintaining high standards of program and fiscal performance.

Each year, Sacred Heart Community Service creates an annual operation plan that sets targets of outcomes for not only service delivery but also for engagement of all the organization’s members. Staff and the board of directors evaluate the progress on these on a quarterly basis.

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

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

2. If your agency utilizes subcontractors, please describe your process for monitoring the subcontractors. Include the frequency and type (i.e., onsite, desk review, or both)

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

3. Describe how your agency ensures that cost and accounting standards of the Office of Management and Budget (OMB) are maintained.
(CSBG Act Section 678D(a)(1)(B))

Sacred Heart Community Service has developed a comprehensive accounting policy and procedure manual that is reviewed periodically by the agency’s Finance and Administration Committee. The agency also uses Abila MIP accounting software for its general ledger and program accounting, and Microix Workflow for recording time and attendance. All employees allocate their own time based upon hours worked using project codes tied to their work duties. The agency also maintains an up-to-date procurement policy and a subcontract monitoring policy. The Chart of Accounts includes segments to identify and segregate unallowable expenses.
The Finance and Administration Committee has ten (10) scheduled meetings during the year where they review 1) a P&L that compares results to the approved budget, 2) a Balance Sheet that compares current status with prior periods and prior year, and 3) a Statement of Cash Flow. There are additional supplemental schedules that provide additional insight into the ongoing fiscal performance of the agency.

The agency is audited annually including a review of its internal controls, policies and procedures, and contract compliance.

Data Analysis and Evaluation  
(Organizational Standards 4.3, 4.4)  
(CSBG Act Section 676(b)(12))

1. **Describe your methods for evaluating the effectiveness of programs and services, including the frequency of evaluations.**  
   *(Organizational Standard 4.3)*

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

   These reflection opportunities are briefly listed below:

   **Housing:**
   Measure program outcomes using a shared database that allows us to track participants' utilization of homeless and homelessness prevention services throughout the county (measure housing stability at program end and utilization of homeless or prevention services for two years after exit) (Measured and analyzed quarterly)
   - Work with University of Notre Dame's Lab for Economic Opportunity to measure effectiveness of assistance through data shared in a database and assesses household displacement through publicly available address data (preliminary outcomes annually, full results in another 2.5 years).
   - Client interviews - one-on-one or in small groups after client exits - conducted annually across the entire HPS network (15 partner organizations, thus SHCS clients are not always selected)
   - Semi-annual deeper review of HPS data and feedback with HPS funders
   - Annual deep review of HPS data and feedback with all partner organizations

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

   Our La Mesa Verde program debriefs classes, workshops, and events with community member led committees. The program also conducts a short debrief at the end of most sessions and conducts semi-
annual surveys of program participants that are evaluated at staff meetings and retreats. The program monitors services numbers and outcome goals once per month at staff meetings.

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

Energy assistance utilizes weekly reports detailing the number of households served and the total amount of funds in utility assistance and emergency utility payments issued are generated weekly. This ensures that we are meeting our proposed service and funding expenditure goals. Additionally, we work with community partners to ensure we are targeting low households, especially households with elderly individuals, disabled individuals, or both, and households with children under 5 years. Currently, 86% of customers served through HEAP have a vulnerable family member and have the lowest incomes and the highest energy costs.

2. **Describe how your agency ensures that updates on the progress of strategies included in your CAP are communicated to your board annually.**
   *(Organizational Standard 4.4)*

Our Research Director convenes a Program and Strategy committee of Board of Directors on a monthly basis. Topics include reviewing customer satisfaction, reviewing impact measures, reviewing the operating plan, and workshopping best practices learned from programs. These topics are included in board minutes and in oral presentations from the committee at board meetings.

3. **Provide 2-3 examples of changes made by your agency to improve service delivery to enhance the impact for individuals, families, and communities with low-incomes based on an in-depth analysis of performance data.**
   *(CSBG Act Section 676(b)(12))*

**Housing**
- Through analysis of the families served and the challenges they are facing we increased amount of financial assistance available per household through HPS. Original cap was $3,000/household. We now utilize thresholds based on individual household need that can go up to $10,000 or, in limited circumstances, the funder can approve going over $10,000. This allows families more time to stabilize income and budgets to reduce housing emergencies.
- Based on client and staff feedback and data showing high number of HPS clients at risk of homelessness due to domestic violence (DV). In response, we created new partnerships and five DV service providers joined the HPS network.

**Employment/Income services**
Through our analysis of employment and financial service numbers and outcomes we realized we could and should enhance our outreach to low-income households that might benefit from these services. In
tax season of 2019 we instituted a short service interest survey with VITA participants. We listed the types of programs that we offer and allowed participants to indicate what services they might be interested in as well as contact information. Using this process we generated a list of 250 households interested in our services and are following up with them to welcome them into programming.

ENERGY

Based on our understanding of community need - racial, foreign born, and educational levels of low-income households - the LI-HEAP team has implemented bilingual/bicultural staff (Vietnamese, Mandarin, and Spanish) knowledgeable and trained on eligibility guidelines perform application intake/audits. It has streamlined the assistance application to facilitate enrollment, reducing the amount of time customers, especially the disabled and elderly, spend on completing the application and collecting required documents. The team also has dedicated phone lines in multiple languages to ensure our customer's needs and questions are met in a timely fashion.
Appendix A

Organizational Standards

MAXIMUM FEASIBLE PARTICIPATION

CATEGORY ONE: CONSUMER INPUT AND INVOLVEMENT

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

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

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

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 2.3 The organization/department communicates its activities and its results to the community.

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

CATEGORY THREE: COMMUNITY ASSESSMENT

Private Agency - Standard 3.1: Organization conducted a community assessment and issued a report within the past 3-year period.

Public Agency - Standard 3.1: The organization/department conducted 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 analyzes both current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).

Standard 3.3: The organization/department collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.
Standard 3.4: The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

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

VISION AND DIRECTION
CATEGORY FOUR: ORGANIZATIONAL LEADERSHIP

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. In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

Standard 4.4: The tripartite board/advisory body receives an annual update on the success of specific strategies included in the Community Action Plan.

CATEGORY FIVE: BOARD GOVERNANCE

Standard 5.1: The organization’s/department’s tripartite board/advisory body is structured in compliance with the CSBG Act

Standard 5.2: The organization’s/department’s tripartite board/advisory body either has:

1. Written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community, or
2. Another mechanism specified by the State to assure decision-making and participation by low-income individuals in the development, planning, implementation, and evaluation of programs.
Appendix B

State Assurances

**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.

**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.
Appendix C

Federal Assurances and Certification

**CSBG Services**

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 part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farm workers 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, (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);

(ii) secure and retain meaningful employment;

(iii) attain an adequate education, with particular attention toward improving literacy skills of low-income families in the communities involved, which may include carrying out family literacy initiatives;

(iv) make better use of available income;

(v) obtain and maintain adequate housing and a suitable environment;

(vi) obtain emergency assistance through loans, grants or other means to meet immediate and urgent family individual needs; and

(vii) achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to;

(I) document best practices based on successful grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to;

(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 child care programs;

Coordination of Other Programs

676(b)(1)(C) The State will assure “that funds made available through grant or allotment will be used 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) a description of the service delivery system, for services provided or coordinated with funds made available through grants made under section 675C9(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) a description of “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) a description of “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) a description of “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) “An 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.”
Coordination with Faith-based Organizations, Charitable Groups, 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) “An assurance that “the 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) “An 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 services 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 served, which may be coordinated with community needs assessments conducted for other programs.”

State and Eligible Entity Performance Measurement: ROMA or Alternate system

676(b)(12) “An 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.”
Appendix D – Client and Community organization survey

Client survey

1. On the list below, please indicate with a check mark only those items that are challenges for you and your family.

2. For those challenges checked, please rank each challenge by level of urgency. (“1” for the most challenging, “2” for the next most challenging, and so on.)

- Lack of jobs ____
- Low-wage jobs ____
- Crime and safety ____
- Housing ____
- Transportation ____
- Immigration ____
- Health ____
- Food and nutrition ____
- Education ____
- Childcare ____
- Other ____

Appendix E: Community Needs Assessment
DESCRIPTION OF SERVICE AREA: SANTA CLARA COUNTY

Bordered on the north by San Francisco Bay, to the west by the Santa Cruz mountain range, and to the West by the Diablo mountain range, Santa Clara County is the sixth most populous county in California, and one of nine counties that comprise the state’s San Francisco Bay Area. Most of the population resides and works in the narrow “valley” between the two mountain ranges. The area was home to bountiful orchards in the first half of the twentieth century. In 1948, Santa Clara County had 39 canneries and ranked 11th in the nation for the value of its agricultural productions, earning it the nickname Valley of Heart’s Delight.¹ In the second half of the twentieth century, the region underwent a transformation as technological manufacturing highlighted by the semiconductor industry, and high technology companies were founded and staffed by students and faculty of Stanford University located in the northwest corner of the county. For example, “William Hewlett and David Packard, founders of what is now the world’s leading PC manufacturer, met as Stanford undergraduates in the 1930s. Subsequent Stanford alumni include the founders or co-founders of Cisco, Sun Microsystems, Intel, Yahoo!, Netflix, Paypal, TechCrunch, Electronic Arts, LinkedIn, YouTube and Mozilla Firefox… Google. In fact, one in 20 Google employees is a Stanford graduate.”²

Today, Santa Clara County is the heart of the region known as Silicon Valley, and is home to the headquarters of national and international high technology, venture capital and legal firms. According to the State of California Employment Development Department,³ major employers include Adobe Systems, Applied Materials, Apple Inc., HP Inc, Intel Corp, Google, NASA, and

Stanford University to name a few. These companies are among the most successful in the world. They require a highly educated and well-connected work force, so it is no surprise that, on average, the County’s 1.87 million residents are diverse, economically secure, healthy, and highly educated. Table 2 shows statistics for the county on these characteristics. Furthermore, these industries are growing. According to Bureau of Labor Statistics unemployment data, the unemployment rate has hovered between 2.2 and 2.9% in Santa Clara County and is lower than in California and the United States more generally and has been steadily falling since a peak in 2009 (SVI 2017 p. 19).

In 2017, Whites and Asians (not identifying as Hispanic/Latino) each accounted for approximately one-third of the county population; 26% of the population identified as Latino/Hispanic and 2.4% was African American (not identifying as Hispanic/Latino). Strikingly, 38.6% of the population was foreign born compared with 27% in California as a whole and only 13% in the U.S. Economically, the county is doing very well. Median household income, at $106,761, is higher than that of California or the U.S. The county also has lower unemployment, significantly lower official poverty rates and higher rates of health insurance coverage than California and the U.S. more broadly. Residents of Santa Clara County also tend to be highly educated. The County hosts people with graduate or professional degrees at nearly twice the rate than the U.S. as a whole – 23.2% compared with 11.8%. Another 26.8% of the population holds at least a Bachelor’s degree.

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4 Rates from Jan 2018 - February 2019
Table 2: Demographic characteristics of Santa Clara County compared with California and the U.S.

<table>
<thead>
<tr>
<th></th>
<th>Santa Clara Cty</th>
<th>California</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>1,911,226</td>
<td>38,982,847</td>
<td>321 mil</td>
</tr>
</tbody>
</table>

**Race (percentage of total population)**

<table>
<thead>
<tr>
<th>Race</th>
<th>Santa Clara Cty</th>
<th>California</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone</td>
<td>32.6</td>
<td>37.9</td>
<td>61.5</td>
</tr>
<tr>
<td>Black or African American</td>
<td>2.38</td>
<td>5.54</td>
<td>12.3</td>
</tr>
<tr>
<td>American Indian and Alaska</td>
<td>0.16</td>
<td>0.35</td>
<td>.65</td>
</tr>
<tr>
<td>Asian alone</td>
<td>34.9</td>
<td>13.9</td>
<td>5.29</td>
</tr>
<tr>
<td>Nat. Hawaiian &amp; Other Pacific Isl.</td>
<td>0.33</td>
<td>0.35</td>
<td>.16</td>
</tr>
<tr>
<td>Some other race alone</td>
<td>0.24</td>
<td>0.24</td>
<td>.22</td>
</tr>
<tr>
<td>Two or more races</td>
<td>3.33</td>
<td>2.92</td>
<td>2.32</td>
</tr>
<tr>
<td>Hispanic/Latino (any race)</td>
<td>26.1</td>
<td>38.8</td>
<td>17.6</td>
</tr>
</tbody>
</table>

**Foreign-born**

<table>
<thead>
<tr>
<th></th>
<th>Santa Clara Cty</th>
<th>California</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign-born</td>
<td>38.6</td>
<td>27</td>
<td>13.4</td>
</tr>
<tr>
<td>Naturalized citizen</td>
<td>20.6</td>
<td>13.5</td>
<td>6.4</td>
</tr>
<tr>
<td>Not a citizen</td>
<td>18.0</td>
<td>13.5</td>
<td>7.0</td>
</tr>
</tbody>
</table>

**Economic characteristics**

<table>
<thead>
<tr>
<th>Economic characteristics</th>
<th>Santa Clara Cty</th>
<th>California</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median household income (2017 Inflation adjusted $s)</td>
<td>106,761</td>
<td>67,169</td>
<td>57,652</td>
</tr>
<tr>
<td>Unemployment</td>
<td>5.7</td>
<td>7.7</td>
<td>6.6</td>
</tr>
<tr>
<td>Poverty</td>
<td>8.6</td>
<td>15.1</td>
<td>14.6</td>
</tr>
<tr>
<td>Health insurance coverage</td>
<td>93.8</td>
<td>89.5</td>
<td>89.5</td>
</tr>
</tbody>
</table>

**Education (population 25 years and over)**

<table>
<thead>
<tr>
<th>Education</th>
<th>Santa Clara Cty</th>
<th>California</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than high school</td>
<td>12.4</td>
<td>17.5</td>
<td>12.7</td>
</tr>
<tr>
<td>High school</td>
<td>14.8</td>
<td>20.6</td>
<td>27.3</td>
</tr>
<tr>
<td>some college or associate's degree</td>
<td>22.7</td>
<td>29.3</td>
<td>29.1</td>
</tr>
<tr>
<td>BA</td>
<td>26.8</td>
<td>20.4</td>
<td>19.1</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>23.2</td>
<td>12.2</td>
<td>11.8</td>
</tr>
</tbody>
</table>
The averages detailed in Table 2 above, mask the high levels of inequality that exist in the population. Economic benefits have not been equally distributed across the different demographics. When asked to select and rank the most serious challenges in their lives, 21 percent of the low-income people we surveyed selected low-wages and 32% selected lack of jobs.

Table 3 below shows inequality in unemployment, income, and poverty by race, gender, age and level of education. It shows that Whites and Asians earn more than Hispanic/Latinos, they have lower unemployment rates and lower poverty rates. Similarly, men fair better than women and more highly educated people fair better than people with lower education levels.
Table 3: Inequality in unemployment, income, poverty by demographic categories

<table>
<thead>
<tr>
<th></th>
<th>Unemployment</th>
<th>Median income (earnings in dollars)</th>
<th>Living below poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>5.70%</td>
<td>50,051</td>
<td>8.60%</td>
</tr>
<tr>
<td><strong>RACE/ETHNICITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White alone, not Hispanic/Latino</td>
<td>5.40%</td>
<td>65,365</td>
<td>7.6</td>
</tr>
<tr>
<td>Asian alone</td>
<td>5.20%</td>
<td>63,915</td>
<td>7.2</td>
</tr>
<tr>
<td>Native Hawaiian, Pacific Islander alone</td>
<td>7.40%</td>
<td>35,686</td>
<td>8.5</td>
</tr>
<tr>
<td>American Indian, Alaska Native alone</td>
<td>7.10%</td>
<td>31,010</td>
<td>12.3</td>
</tr>
<tr>
<td>Hispanic or Latino (of any race)</td>
<td>7.00%</td>
<td>29,237</td>
<td>13.5</td>
</tr>
<tr>
<td>Black or African American alone</td>
<td>8.40%</td>
<td>38,414</td>
<td>15.5</td>
</tr>
<tr>
<td>Some other race alone</td>
<td>7.10%</td>
<td>26,521</td>
<td>16</td>
</tr>
<tr>
<td>Two or more races</td>
<td>7.70%</td>
<td>36,305</td>
<td>7.9</td>
</tr>
<tr>
<td><strong>SEX</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>5.10%</td>
<td>60,812</td>
<td>7.8</td>
</tr>
<tr>
<td>Female</td>
<td>5.80%</td>
<td>38,863</td>
<td>9.5</td>
</tr>
<tr>
<td><strong>AGE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 18</td>
<td>N/A</td>
<td>N/A</td>
<td>9.7</td>
</tr>
<tr>
<td>18-64 years old</td>
<td>N/A</td>
<td>N/A</td>
<td>8.3</td>
</tr>
<tr>
<td>65 years old and older</td>
<td>8.4</td>
<td>N/A</td>
<td>8.5</td>
</tr>
<tr>
<td><strong>EDUCATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate degree</td>
<td>3.90</td>
<td>113,379</td>
<td>3.5</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td></td>
<td>80,268</td>
<td></td>
</tr>
<tr>
<td>No college</td>
<td>6.80</td>
<td>32,306</td>
<td>11.2</td>
</tr>
<tr>
<td>Less than high school</td>
<td>7.60</td>
<td>24,632</td>
<td>17.8</td>
</tr>
</tbody>
</table>

**SOURCES:**
Unemployment data from ACS 2017 5 year estimates 2013-2017. “Employment Status” Table S2301 Found using advanced search at: https://factfinder.census.gov/faces/pages/productview.xhtml?pid=ACS_17_5YR_S2301&prodType=table
Median earnings overall, by sex, by education Table S2001 “EARNINGS IN THE PAST 12 MONTHS (IN 2017 INFLATION-ADJUSTED DOLLARS)” 2013-2017 American Community Survey 5-Year Estimates
https://factfinder.census.gov/faces/pages/productview.xhtml?pid=ACS_17_5YR_S2001&prodType=table
By race White alone Table B20017H, Asian Alone Table B20017D, Native Hawaiian Pacific Islander alone Table B20017E, American Indian Alaska Native Table B20017C, Hispanic or Latino of any race Table B20017I, Black or African American Table B20017B, Some other race Table B20017F, Two or more races Table B20017G
Poverty data from ACS 2017 5-year estimates 2013-2017 “Poverty Status in the Past 12 Months” Table S1701 Found using advanced search.
https://factfinder.census.gov/faces/pages/productview.xhtml?pid=ACS_17_5YR_S1701&prodType=table
Age data From CAPS Needs Assessment Data
https://public.tableau.com/profile/benjamin.yeager#I/vzhome/Cap_Assessment/CAPData

The income differences in Table 3 do not take into account different education levels and occupations of different types of people. It is true that Asians and Whites are more likely to have a Bachelor’s degree or higher than Blacks and Hispanic or Latino people (2019 SVI p. 14). This accounts for at least part of the income disparity. Nevertheless, education levels of all groups are higher in Silicon Valley than in California as a whole.

Unemployment follows similar patterns to median income and poverty. Hispanic/Latino people are more likely to be unemployed than Asians and Whites. Women are more likely to be
unemployed than men, and the unemployment rate increases as education decreases. However, it is important to note that unemployment tracks people who are actively searching for a job. While Hispanic/Latino people have higher unemployment rates this should not be interpreted as a lack of wanting to work. Labor force participation rates account for people who are employed or working and those who are unemployed but actively seeking work. Hispanic/Latino people in Santa Clara County have higher labor force participation rates than Whites and Asians (71% compared with 66% and 67% respectively) and higher employment to population ratios (66% to 63% and 63% respectively).  

It is also important to note that the labor participation rate of people living below poverty in the county is 50% while the unemployment rate is 24.4%.

Comparing incomes by type of job provides an even better picture of the disparity. High-skill, high-wage workers earn 4.2 times what low-skill, low wage workers earn – a difference of $86,000 annually (2019 SVI p. 29). These differences are also relevant when we consider that Silicon Valley tech companies are among those with the highest median pay in the country. For example, Facebook cited its median employee pay at $240,430. SalesForce, Netflix and Intuitive Surgical reported the highest media pay. In this region, low income individuals are paid similarly to Americans, however, compared to most industries in this area, low skill workers are making significantly less. Low income individuals in the region are competing for housing and services with individuals from tech who are making significantly more annually, which raises the cost of living making housing and other services unattainable.

On average, the region is economically thriving, highly educated, diverse both racially and as a host to a large population of immigrants. However, it is also characterized by high levels of inequality. Given this fact, the focus of this report is to describe the lower-income population of the county and the challenges they face in making ends meet, achieving personal well-being, and providing opportunities to their children. In short, what does it mean to be poor among such wealth and how can Community Action improve the quality of life for low-income people?

POVERTY

Official federal statistics show Santa Clara County’s poverty rate, at 8.6 percent, is relatively low compared to rates in California (15.1 percent) and the U.S. (14.6 percent). On a positive note, all three rates have decreased since our last report. However, the federal poverty rate is misleading. For years the federal poverty line has been criticized by scholars, policy analysts and other advocates for being too low. Calculated based on family budgets of the 1960s and updated for inflation it fails to account for the fact that today housing and healthcare costs represent a much larger proportion of household costs and food a smaller proportion. Thus, with an income below the federal poverty line (sometimes referred to as “threshold”) a family of four (2 adults and two related children under 18) would earn less than $24,8587 and would

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5 American Community Survey 2017 5 year estimates 2013-2017 “Employment Status” Table S2301 Found using advanced search at: https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_S2301&prodType=table Patterns refer to people over 16 years of age


barely cover the median rent ($1,955/mo) in Santa Clara County\textsuperscript{8}, let alone their other needs.

Given this reality, several different groups have attempted to calculate a more realistic poverty line. One approach is the self-sufficiency measure. This measure, first developed at the Center for Women’s Welfare at University of Washington by Diana Pearce, attempts to calculate the minimum income families of different sizes and compositions would need to cover basic needs (housing, food, childcare, transportation, healthcare, taxes at the like) without any government assistance. The 2018 calculation suggests that 28 percent of Santa Clara County residents are not self-sufficient and may be struggling to cover their basic needs. A family with two adults would need to earn $93,737 to make ends meet without assistance.\textsuperscript{9}

RESULTS

Sacred Heart Community Service conducted original survey research to capture community needs from the perspectives of our clients and partner organizations. We provided a list of 11 categories that might present a challenge to low-income people: Lack of jobs, Low-wage jobs, Crime and safety, Housing, Transportation, Immigration, Health, Food and nutrition, Education, Childcare, and a fill in Other. We asked respondents to identify challenges and then to rank them in order of importance with “1” being the most challenging, “2” the second most challenging and so on. Table 4 below presents those results.

Table 4: Challenges selected by Sacred Heart Community Service clients (N=3,081) and partner organizations (N=45)

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Count</th>
<th>% of respondents</th>
<th>Count</th>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>1,724</td>
<td>56%</td>
<td>43</td>
<td>96%</td>
</tr>
<tr>
<td>Food / Nutrition</td>
<td>1,512</td>
<td>49%</td>
<td>21</td>
<td>47%</td>
</tr>
<tr>
<td>Lack of Jobs</td>
<td>973</td>
<td>32%</td>
<td>13</td>
<td>29%</td>
</tr>
<tr>
<td>Transportation</td>
<td>888</td>
<td>29%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Health</td>
<td>861</td>
<td>28%</td>
<td>16</td>
<td>36%</td>
</tr>
<tr>
<td>Low Wage Jobs</td>
<td>659</td>
<td>21%</td>
<td>30</td>
<td>67%</td>
</tr>
<tr>
<td>Education</td>
<td>400</td>
<td>13%</td>
<td>14</td>
<td>31%</td>
</tr>
<tr>
<td>Childcare</td>
<td>369</td>
<td>12%</td>
<td>12</td>
<td>27%</td>
</tr>
<tr>
<td>Crime and Safety</td>
<td>283</td>
<td>9%</td>
<td>5</td>
<td>11%</td>
</tr>
<tr>
<td>Immigration</td>
<td>248</td>
<td>8%</td>
<td>13</td>
<td>29%</td>
</tr>
</tbody>
</table>

Housing

Service recipients at Sacred Heart and organizational leaders surveyed had largely similar views about community needs. Both groups deemed housing the most important issue regardless of how we measured it. Fifty six percent of SHCS clients named it as a challenge

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\textsuperscript{9} Insight Center for Economic and Community Development https://insightcced.org/2018-family-needs-calculator/
and 96% of organizations selected it. Housing received the most number 1 rankings from both groups as well with 39% of SHCS members and 64% of organizations ranking it as the number one issue. Additionally, 98% of organizations said affordable housing was barely or not at all available or inadequate to meet the need. Emergency housing was the second most frequently cited as barely or not at all available or inadequate at 93%.

For context, the median priced rental unit is $1,955 per month\textsuperscript{10} or $23,460 per year whereas the median annual income for a person of Hispanic/Latino ethnicity is $29,237. Affordable housing is in short supply and is not being built to meet the need. According to research by the Silicon Valley Index 2019, 85 percent of residential units permitted since 2015 were targeted at households with above moderate income. An “above moderate income” unit, for example, is a 2-bedroom unit priced at $3,549 per month or higher, “affordable” for a family of four with an annual income of $158,000 or more.

\textbf{85\% of Silicon Valley’s residential units permitted thus far in the 2015-2023 RHNA cycle were in the Above Moderate (120\%+ of the Area Median Income) category.}

\textit{Note: Data is for RHNA reporting in 2015-2017, and do not include units permitted in 2014 that are being applied toward the current RHNA cycle. Data Source: Association of Bay Area Governments (ABAG) | Analysis: Silicon Valley Institute for Regional Studies}

While coming from a different perspective, private sector organizations also named housing as one of the most important issues. The Silicon Valley Leadership Group focused on the fact that Silicon Valley’s median home price grew 15% from 2017-2018 more than 3 times the rate of other innovation regions (SVCIP 2019). The concern about home prices and rents is reflected in the group’s advocacy priorities which are to “Lead state housing affordability efforts... for more transit-oriented and moderate-income housing...[and attain] increased funding for low-income affordable housing...” (SVLG priorities 2019-21). Presumably, this concern is tied to the idea that tech industry growth depends on the ability to attract and retain workers with the cost of living being a potential reason for new workers to avoid the region.

Private sector organizations and low income people also agreed that transportation was a challenge. We group this category under housing because the primary issue appears to be commuting. Commute times

Food, Jobs, Transportation, Health

SHCS clients reported food (2nd most common challenge), jobs (lack of work and low wage work 3rd and 6th most common challenges respectively), transportation (4th most common challenge), and health (5th most common challenge) as being the next biggest challenges in their lives. Partner organizations also reported these categories as being major challenges for the community. These categories were selected by organizational respondents in the following order of frequency: low-wage jobs (2), food (3), health (4), lack of jobs (6). Private-sector organizations also cited transportation and health as major areas of concern (SVIP 2019).

We interpret these results in a couple of ways. First, they may be a response to the cost of living in our area. Such a high cost of living means that people may be making choices between rent and food or rent and needed health care. They come to SHCS when they are out of funds to buy food or they need extra cash for other expenses. In customer satisfaction surveys conducted with pantry users in spring of 2019 we asked “How does the Sacred Heart Community Service food pantry help you and your family.” Most people responded vaguely, but about 7% said specifically that it helps them save money for other expenses and 13% said they utilize it in times of particular need.

The high cost of living leaves people with little room to save. We find, as we provide housing services and through community research, that a cut in hours or a job loss can have catastrophic effects on households. For example, we know that 35 percent of homeless people say a lost job was the cause of their homelessness.11 Of those coming to SHCS for homelessness prevention over half demonstrated a need for assistance because of income loss (32%), income reduction (9%) or medical emergency (12%).

11 Fact and figure on following page below from Silicon Valley Index 2019 p. 73
Transportation is also intimately tied to income and work. In Santa Clara County several cities have very little housing relative to the number of jobs. Housing that is available near jobs, therefore, becomes even more expensive. This results in people moving further and further from work and spending more and more on transit. From 2013 to 2017 in Silicon Valley there has been a decrease in the number of households in every income category under $150,000 annual income. (SVI 2019 p. 31). The percentage of mega-commuters (people driving more than 90 minutes to or from work) has doubled since 2011 (SVI 2019 p. 76). Commute times also increased by 20 percent from 2007 to 2017 compared with 9 percent in California overall (SVI 2019 p. 76).

Both low-income clients and private sector organizations see transit as a problem. Nearly 1 in 3 low-income clients named transportation as a challenge in their lives. The Silicon Valley Leadership group identifies “traffic congestion” as a “critical need” (SVCIP 2019) and prioritizes transportation in its policy brief (SVLG priorities 2019-21). While private sector organizations want it to be easy for people to get to work and some have instituted private shuttle systems and subsidized public transit, the impact on people that can not drive due to cost or disabiltiy is extreme both in time and money. The table below shows the time it takes to drive versus taking a bus or train to various job centers and locations. For example, Sacred Heart is located between several of the poorest census tracts in the County. A car trip from this neighborhood to the county hospital takes 15 minutes whereas a bus ride takes 43. A car trip from this
neighborhood to Palo Alto – a place with little housing relative to jobs takes 27 minutes compared to over 2 hours by bus and nearly 1 hour by train. While trains are faster than buses, they are also more expensive and a round trip can eat up more than one hour of minimum wage pay. A monthly VTA transit pass for adult is $90 and a Monthly CalTrain pass for an adult is $96-$433 (discount for medicare members is $48-$198).

**Table 5: Time in minutes from low-income census tracts to major jobs centers (Palo Alto and Mountain View), Levi’s stadium, and County Hospital by different modes of transportation**

<table>
<thead>
<tr>
<th>Start point: Sacred Heart Community Service</th>
<th>car</th>
<th>bus</th>
<th>bike</th>
<th>train</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Palo Alto</td>
<td>27</td>
<td>129</td>
<td>120</td>
<td>56</td>
</tr>
<tr>
<td>Downtown Mountain View</td>
<td>22</td>
<td>80</td>
<td>81</td>
<td>44</td>
</tr>
<tr>
<td>Levi’s stadium</td>
<td>17</td>
<td>98</td>
<td>57</td>
<td>84</td>
</tr>
<tr>
<td>County Hospital</td>
<td>15</td>
<td>43</td>
<td>26</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Start point: Morgan Hill</th>
<th>car</th>
<th>bus</th>
<th>bike</th>
<th>train</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Palo Alto</td>
<td>42</td>
<td>209 ($7.50)</td>
<td>214</td>
<td>131 ($8.50)</td>
</tr>
<tr>
<td>Downtown Mountain View</td>
<td>38</td>
<td>106 ($5)</td>
<td>197</td>
<td>110 ($11)</td>
</tr>
<tr>
<td>Levi’s stadium</td>
<td>32</td>
<td>106 ($5)</td>
<td>151</td>
<td>110 ($11)</td>
</tr>
<tr>
<td>County Hospital</td>
<td>31</td>
<td>124 ($5)</td>
<td>175</td>
<td>94 ($11)</td>
</tr>
</tbody>
</table>

**METHODS:** All transportation data, including time and cost was gathered from Google Maps, which gathers information on routes, travel times and pricing from the VTA and Caltrain database. All travel times and costs are based upon utilizing the fastest route in predicted traffic patterns for a commute starting at approximately 1:30pm on a weekday, not during typical commute times. Travel by train is defined as any travel that utilizes Caltrain limited or local train services or VTA light rail transportation. In addition to trains as the primary mode of transportation for the “train” category, necessary walking and or utilization of connector buses is included in travel time and costs.

Health issues can make it difficult to find, remain in, or attain employment. Chronic health issues that disproportionately affect low-income people, may be the cause of their low-incomes. As summarized in the figure below, in California, low income individuals with a household income of less than $15,000 have higher rates of depression, arthritis and vision impairment than those making over $50,000 annually. Untreated conditions such as these can make it difficult to find and maintain employment. Additionally, low income Californians report

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challenges accessing health services vital to disease prevention, such as health care coverage and oral health services.\textsuperscript{11}

Health insurance coverage in Santa Clara County is good. Overall, 93.8 percent of residents are estimated to have health insurance. Coverage rates are only slightly lower for low-income people than high-income people. To illustrate, 96.7 percent of people in households with annual incomes above $100,000 have health insurance while 87.9 percent of people in households with annual incomes below $50,000 have health insurance coverage.\textsuperscript{13} While California has extended low-income health insurance Medi-Cal (the state's version of Medicaid) to almost all Californians the program has been criticized for not adding enough doctors to meet the need. The Affordable Care Act was implemented in 2014. From 2013 to 2015 the number of primary care physicians per 100,000 Medi-Cal patients dropped from 59 to 39.\textsuperscript{14} Thus, while low-income Californian's may be insured, they may not be able to access care.

As a representative of the private sector, the Silicon Valley Leadership Group also addressed health as a policy issue of concern. Their goals include “Advanc[ing] health care policies that improve access, increase resiliency, promote innovation, & reduce costs in health care.” Costs to employees (premiums and deductibles) are about average in California relative to the rest of

\begin{itemize}
\item Calculations made from number reported by 2013-2017 American Community Survey 5-Year Estimates in Table B27015 “Health Insurance Coverage Status and Type by Household Income in the Past 12 Months (In 2017 Inflation-adjusted dollars)"
the country, but Northern California health care can cost up to 30 percent more than the rest of the state. Researchers believe this is due to the consolidation of health care providers such that insurance providers have little ability to negotiate prices.

**SUMMARY**

The needs of low-income people in Santa Clara County are relatively straightforward. The booming economy has drawn a diverse array of people here and has created a large proportion of very high income people as well as jobs for lesser paid service workers. The supply and types of housing, transportation, and other services have not been able to keep up with population growth and the cost of living continues to rise. Low-income (and middle income) households are feeling the pressure. They recognize the need for more affordable housing or higher wages to afford current prices. Community-based organizations responding to our survey and reports issued by the private sector largely confirm this analysis.

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