2022/2023
Community Needs Assessment and
Community Action Plan

California Department of
Community Services and Development

Community Services Block Grant
Introduction

The Department of Community Services and Development (CSD) has developed the 2022/2023 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) network. Each agency must submit a completed CAP, including a CNA to CSD on or before June 30, 2021. In an effort to reduce administrative burden during the Novel Coronavirus (COVID-19) pandemic, CSD has made changes to the CAP template. The changes are detailed below in the “What’s New for 2022/2023?” section. Provide all narrative responses in 12-point Arial font with 1.5 spacing. When the CNA and CAP are complete, they should not exceed 52 pages, excluding the appendices.

Purpose

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

Federal CSBG Programmatic Assurances and Certification

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

State Assurances and Certification

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

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

What's New For 2022/2023?

Two-Part Layout. The 2022/2023 template has been divided into two parts:

   Part I: Community Needs Assessment (CNA); and
   Part II: Community Action Plan (CAP).

The CNA portion has sections for the needs assessment narrative and the results. Surveys and analysis documents may be attached as appendices. The CAP portion encompasses all the usual topics such as Vision and Mission Statement, Tripartite Board of Directors, Service Delivery System, Linkages, Monitoring, etc.

Revised Public Hearing Section. In addition to including the statute for the public hearing requirement, CSD has incorporated new guidelines for issuing the Notice of Public Hearing and the draft CAP, and documenting low-income testimony delivered at the public hearing. The Low-Income Testimony and Agency Response document will be required as an appendix. See the section on Public Hearing(s) for more details.

CNA Helpful Resources. Part I: Community Needs Assessment contains resources on conducting a needs assessment, influence of COVID-19 on the process, and updated links to state and national quantitative data sets.

Revised and Reduced Narrative Sections. Every effort has been made to reduce the administrative burden of conducting a CNA and preparing a CAP during an active pandemic. Although these tasks are fundamental to CSBG and should not be overlooked, CSD is aware of the reduced capacity and other circumstances under which many of the agencies are functioning. CSD has removed questions, utilized check boxes when possible, and made some questions optional. Many questions about the federal and state assurances have been removed. However, agencies are still required to certify that they are in compliance with the assurances. In the sections pertaining to the Tripartite Board of Directors and Linkages, for instance, agencies may indicate whether there are changes to the response in the 2020-2021 CAP or whether they would like CSD to accept the 2020-2021 CAP response without adaptations. Please keep in mind that these flexibilities are made because of the COVID-19 pandemic and may not be utilized in future years.
**Additional Information.** CSD has added a section to address disaster preparedness and agency capacity building. While this information is not directly mandated by statute, it is important to know agencies have disaster response plans in place and are making efforts to increase their own capacities. Responses to these questions are optional.

**Federal and State Assurances Certification.** Pertaining to the federal and state assurances, CSD removed questions where possible. If compliance to an assurance could be demonstrated without a narrative, the question was removed. However, agencies will still be required to certify that the Federal CSBG Programmatic Assurances and the State Assurances are being met. Agency certifications are found in those sections.

**CSBG State Plan References.** Information for the CSBG State Plan comes largely from CAPs submitted by agencies. To help agencies understand their roll in preparing the CSBG State Plan, CSD has indicated which questions contribute to the development of the annual CSBG State Plan.
Checklist

☐ Cover Page and Certification
☐ Public Hearing(s)

Part I: Community Needs Assessment
☐ Narrative
☐ Results

Part II: Community Action Plan
☐ Vision Statement
☐ Mission Statement
☐ Tripartite Board of Directors
☐ Service Delivery System
☐ Linkages and Funding Coordination
☐ Monitoring
☐ Data Analysis and Evaluation
☐ Additional Information (Optional)
☐ Federal CSBG Programmatic Assurances and Certification
☐ State Assurances and Certification
☐ Organizational Standards
☐ Appendices
COMMUNITY SERVICES BLOCK GRANT (CSBG)
2022/2023 Community Needs Assessment and Community Action Plan
Cover Page and Certification

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Sacred Heart Community Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of CAP Contact</td>
<td>Darren Seaton</td>
</tr>
<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>

CNA Completed MM/DD/YYYY: March 15, 2021
(Organizational Standard 3.1)

Board and Agency Certification
The undersigned hereby certifies that this agency complies with the Federal CSBG Programmatic and State Assurances as outlined in the CSBG Act and California Government Code, respectively for services provided under the Federal Fiscal Year 2022/2023 Community Action Plan. The undersigned further certifies the information in this Community Needs Assessment and the Community Action Plan is correct and has been authorized by the governing body of this organization. (Organizational Standard 3.5)

Melissa Morris
Board Chair (printed name)  Board Chair (signature)  Date 6/30/2021
Poncho Guevara
Executive Director (printed name)  Executive Director (signature)  Date 6/30/2021

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

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

CSD Use Only

<table>
<thead>
<tr>
<th>Dates CAP (Parts I &amp; II)</th>
<th>Accepted By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received</td>
<td>Accepted</td>
</tr>
</tbody>
</table>
Public Hearing(s)
California Government Code Section 12747(b)-(d)

State Statute Requirements

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

Public Hearing Guidelines

Notice of Public Hearing

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

Public Hearing

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) shall not be held outside of the service area(s).
3. Low-income testimony presented at the hearing or received during the comment period must be memorialized verbatim in the Low-Income Testimony and Agency’s Response document and appended to the final CAP as Appendix B.
4. The Low-Income Testimony and Agency’s Response document should include the name of low-income individual, his/her verbatim testimony, an indication of whether or not the need was addressed in the draft CAP, and the agency’s response to the testimony if the concern was not addressed in the draft CAP.
Guidance for Public Hearings During COVID-19

The COVID-19 pandemic poses unique challenges to fulfilling the public hearing requirement. CSD asks that agencies adhere to state and county public health guidance to slow the spread of the virus and ensure public safety. The health and safety of agency staff and the communities you serve is paramount. If a public hearing cannot be conducted in person, CSD encourages agencies to utilize other formats or methods that will still adhere to the state and county public health guidance. If conducting a public hearing through other formats or methods is still not possible, agencies must contact their Field Representative at CSD at least 30 days prior to the submission of the CAP for additional guidance. Agencies will be required to provide documentation to support their constraints to meet the public hearing requirement.

Public Hearing Report

| Date(s) of Public Hearing(s) | February 27, 2021 (part 1 on core components of the CAP)  
|                             | April 3, 2021 (part 2 on CNA)  
| Location(s) of Public Hearing(s) | Virtual Zoom meetings  
| Dates of the Comment Period(s) | February 8, 2021 - April 30, 2021  
| Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels) | Agency website  
| Date the Notice(s) of Public Hearing(s) was published | February 8, 2021  
| Number of Attendees at the Public Hearing(s) (Approximately) | Part 1: 3 board members, 14 participants  
|                                                   | Part 2: 10 participants  

Part I: Community Needs Assessment
CSBG Act Section 676(b)(11)
California Government Code Section 12747(a)

Helpful Resources

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

The National Community Action Partnership has resources such as an online Community Needs Assessment Tool and information about conducting a needs assessment during the COVID-19 pandemic. The Partnership also has a Data Hub designed specifically for the community needs assessment process.

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

<table>
<thead>
<tr>
<th>National and State Data Sets</th>
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</thead>
<tbody>
<tr>
<td><strong>U.S. Census Bureau</strong></td>
</tr>
<tr>
<td>Poverty Data</td>
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<tr>
<td><strong>U.S. Bureau of Labor</strong></td>
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<tr>
<td>Statistics Economic Data</td>
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<tr>
<td><strong>U.S. Department of</strong></td>
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<tr>
<td>Housing and Urban Development</td>
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<tr>
<td>Housing Data &amp; Report</td>
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<td><strong>U.S. Department of</strong></td>
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<td>Health and Human Services</td>
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<td>Data Portal</td>
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<tr>
<td><strong>Baseline Census</strong></td>
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<tr>
<td>Data by County</td>
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<tr>
<td><strong>National Low-Income Housing Coalition</strong></td>
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<tr>
<td>Housing Needs by State</td>
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<tr>
<td><strong>National Center for Education Statistics</strong></td>
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<td>IPEDS</td>
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<tr>
<td><strong>California Department of Finance</strong></td>
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<tr>
<td>Demographics</td>
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<td><strong>California Attorney General</strong></td>
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<tr>
<td>Access RSS Data</td>
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<tr>
<td><strong>California Department of Public Health</strong></td>
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<tr>
<td>Various Data Sets</td>
</tr>
<tr>
<td><strong>California Governor’s Office</strong></td>
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<tr>
<td>Covid-19 Data</td>
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<tr>
<td><strong>California Department of Education</strong></td>
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<tr>
<td>School Data via DataQuest</td>
</tr>
<tr>
<td><strong>California Employment Development Department</strong></td>
</tr>
<tr>
<td>UI Data by County</td>
</tr>
</tbody>
</table>
1. How did the agency share the CAP, including the CNA, with the community, stakeholders, partner organizations? (Check all that apply.)

☒ The agency’s website
☐ Posted on the agency’s Facebook page
☐ Electronic reports were sent
☐ Printed copies were distributed
☐ Social media channels
☒ Other:
  ● Presentation at Solidarity Summit event (5/1/21)
  ● Public Board of Directors meeting (6/25/21)

2. 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, State Plan)

For demographic data, we rely upon the U.S. Bureau of the Census American Community Survey Advanced Search. This year, we continued to use 2013-2017 5-year estimates because the COVID-19 pandemic caused delays in the federal release of census 2020 results.

Because the Federal Poverty level is very low relative to the cost of living in Santa Clara County, we also report overall poverty rates using the self-sufficiency measure, recently rebranded as the Family Needs Calculator (FNC). Centering race and gender, the newest report highlights findings from the May 2021 update to the FNC. A more realistic measure of need than the federal poverty level, the FNC provides a comprehensive analysis of a household’s economic (in)security using real-world factors, such as the actual costs of housing, childcare, transportation, utilities, and taxes, along with an analysis of other key data points. The 2021 calculation suggests that 28 percent (136,272) of Santa Clara County households do not get paid enough to make ends meet. What’s more, Black, Latinx, Asian, and Native households make up 66% of the total population in Santa Clara County, but
comprise 77% of the households struggling to meet their basic needs.¹

We also utilized the 2021 Silicon Valley Index² conducted by Joint Venture Silicon Valley Institute for Regional Studies. (Here forward we refer to this source as the “Silicon Valley Index.”) This non-partisan, non-government report provides in-depth data about trends in demographics, the economy, education, health, safety, housing, transportation, environment, and governance.

We utilized Emergency Operations Center’s COVID-19 Demographics Dashboard³ from the County of Santa Clara, which provided information on the demographics and characteristics of COVID-19 cases and related deaths, including: age, gender, race/ethnicity, source of transmission for cases, and underlying conditions for deaths. We compared this to Community Health Partnership, Inc.’s nonprofit health center consortium’s geo-mapping analysis of 2020-2021 COVID-19 infection rates in comparison diabetes infection rates across Santa Clara County.⁴

We also used data from the County of Santa Clara, Public Health Department by way of the California Reportable Disease Information Exchange⁵ to identify cumulative COVID-19 case rates per 100,000 people residing in census tracts.

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

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

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area, which have come to exacerbate the economic disparities in the region, methodically pushing out middle and low income individuals and families over the last two decades. It is the largest of the nine Bay Area counties, with a population of nearly 1.8 million in one of the largest in the state (following Los Angeles, San Diego, and Orange Counties). There are 15 cities of which San Jose is the largest city in the County, with a population of nearly one million, and is the administrative site of the County Government. Nearly 92% of the population lives in cities. As a result of the COVID-19 pandemic, population continues to decline throughout the region where the cost of housing and living keeps rising. In FY2020, more than 80% of those served by SHCS were from San Jose, followed by 2% each in Campbell and Santa Clara, and 1% each in Gilroy, Sunnyvale, Milpitas, and Mountain View. We anticipate similar trends to follow into FY2021.

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

<table>
<thead>
<tr>
<th>Federal Government/National Data Sets</th>
<th>Local Data Sets</th>
</tr>
</thead>
<tbody>
<tr>
<td>☒ Census Bureau</td>
<td>☐ Local crime statistics</td>
</tr>
<tr>
<td>☐ Bureau of Labor Statistics</td>
<td>☐ High school graduation rate</td>
</tr>
<tr>
<td>☐ Department of Housing &amp; Urban Development</td>
<td>☐ School district school readiness</td>
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<tr>
<td>☐ Department of Health &amp; Human Services</td>
<td>☐ Local employers</td>
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<tr>
<td>☐ National Low-Income Housing Coalition</td>
<td>☐ Local labor market</td>
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<td>☐ National Center for Education Statistics</td>
<td>☐ Childcare providers</td>
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<td>☐ Other online data resources</td>
<td>☐ Public benefits usage</td>
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<tr>
<td>☐ Other</td>
<td>☒ County Public Health Department</td>
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<tr>
<td></td>
<td>☒ Other</td>
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<table>
<thead>
<tr>
<th>California State Data Sets</th>
<th>Agency Data Sets</th>
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</thead>
<tbody>
<tr>
<td>☐ Employment Development Department</td>
<td>☒ Client demographics</td>
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<td>☐ Department of Education</td>
<td>☒ Service data</td>
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<tr>
<td>☒ Department of Public Health</td>
<td>☐ CSBG Annual Report</td>
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<td>☐ Attorney General</td>
<td>☐ Client satisfaction data</td>
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<td>☐ Department of Finance</td>
<td>☐ Other</td>
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<tr>
<td>☒ State Covid-19 Data</td>
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<tr>
<td>☐ Other</td>
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</table>

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

5. **If you selected “Other” in any of the data sets in Question 4, list the additional**
6. Indicate the approaches your agency took to gather qualitative data for the CNA. (Check all that apply.) (Organizational Standard 3.3)

<table>
<thead>
<tr>
<th>Surveys</th>
<th>Focus Groups</th>
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<tr>
<td>☒ Clients</td>
<td>☐ Local leaders</td>
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<tr>
<td>☐ Partners and other service providers</td>
<td>☐ Elected officials</td>
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<tr>
<td>☐ General public</td>
<td>☐ Partner organizations’ leadership</td>
</tr>
<tr>
<td>☒ Staff</td>
<td>☐ Board members</td>
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<tr>
<td>☐ Board members</td>
<td>☐ New and potential partners</td>
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<tr>
<td>☐ Private sector</td>
<td>☐ Clients</td>
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<tr>
<td>☐ Public sector</td>
<td>☒ Staff</td>
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<tr>
<td>☐ Educational institutions</td>
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<table>
<thead>
<tr>
<th>Interviews</th>
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<td>☐ Local leaders</td>
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<td>☐ Elected officials</td>
<td>☐ Asset Mapping</td>
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<td>☐ Partner organizations’ leadership</td>
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<td>☐ Board members</td>
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<tr>
<td>☐ New and potential partners</td>
<td></td>
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<tr>
<td>☐ Clients</td>
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</tbody>
</table>

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

8. Describe your agency’s analysis of the quantitative and qualitative data collected from low-income individuals and families. Include a description of the data collected. (Organizational Standards 1.1, 1.2, 3.3; State Plan)

Quantitative data: surveys of 3,070 SHCS clients and 45 organizations. Some qualitative write-in questions were included in the organizational survey. See Appendix C.

Qualitative data: Sacred Heart Community Service facilitates twelve committees comprised of people impacted by community problems. In our work with them, we identify major issues affecting their lives and engage them as partners in identifying solutions and strategizing for an expansion of community engagement.

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

We asked 452 people from community-based organizations, faith-based organizations, public sector, and educational institutions to take our community needs survey. Sixty-three people responded, representing 45 organizations that provided usable data. Reference a list of questions asked in Appendix C. 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 network, 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.

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

Housing is still the biggest driver of poverty in Santa Clara County, whereas in all but four other nearby counties in the state, childcare is quickly becoming a top priority area.\(^1\) Accounting for inflation, the cost of basic expenses rose by 23% between 2018 and 2021, with housing and childcare combined now taking up over half (52%) of a family’s monthly budget. Childcare costs also skyrocketed between 2014 and 2021, increasing by 64%. Health care expenses, including premiums, deductibles, and out-of-pocket costs under an employer-sponsored health plan rose by 32% between 2018 and 2021.

Despite our best efforts at impacting poverty to date, we continue to see correlations between geographic areas of Santa Clara County, race and poverty, and social determinants of health, the
most glaring of which surfaced in March 2020 when the pandemic began to impact poor communities of color disproportionately. In fact, poor communities of color still have higher COVID-19 infection rates than others in Santa Clara County, which has been consistent with trends seen in other chronic diseases for generations. For example, when COVID-19 case rates are geo-mapped by zipcode against diabetes hospitalization rates, whereas the darker zip codes indicate higher rates of infection, the trends are markedly similar. The Silicon Valley Index validates this analysis, stating: “the pandemic has made the rich richer while the poor are dying. Hispanic rates of COVID infection are fifty percent higher than the rest of the population. Unemployment in the service sector and the ‘in-person’ economy shot up beyond 30 percent, while the ‘work from home’ economy essentially maintained full employment.

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

As costs continue to outpace wages, more and more people will be an emergency away from long-term financial precarity. Even in families with one or more working adults, almost 1 in 5 households in Santa Clara County cannot make ends meet. Santa Clara County was recently named the fourth most expensive California Counties in 2021, only after three other nearby bay area counties (San Mateo, Marin, and San

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Furthermore, a single full time job is no longer adequate for families in our county to meet basic household expenses and even more so as a family continues to grow in size. The image below indicates the number of hours per week in a minimum wage position one adult must work to make ends meet in Santa Clara County, supporting this notion that wages are far outpaced by the cost of living in the area. The Silicon Valley Index supports this notion with similar data as well, indicating that Black, Native, and Latinx households with no children are more likely to be struggling financially than white households with two children. “Fully half of our Black and 42 percent of our Hispanic households are facing high risk of eviction and living with food insecurity. In the past year, Silicon Valley’s essential workers have had to make impossible choices between sheltering (and therefore not working) or working (but exposing themselves to the virus).” As a result of these compound factors, many lower-income earners are moving out of the county in order to afford housing and commuting into this major job center.

12. Describe your agency’s approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 6.4, State Plan)
   ☒ No change to the response in your agency’s 2020-2021 CAP.
   ☐ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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7 Insight Center. 2021. “The Cost of Being Californian Santa Clara County Fact Sheet.”
## Community Needs Assessment Results

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

### Table 1: Needs Table

Complete the table below. Insert a row if additional space is needed.

<table>
<thead>
<tr>
<th>Needs Identified</th>
<th>Level</th>
<th>Integral to Agency Mission (Y/N)</th>
<th>Currently Addressing (Y/N)</th>
<th>Agency Priority (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and nutrition</td>
<td>Family</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
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<tr>
<td>Housing</td>
<td>Community</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Lack of jobs</td>
<td>Community</td>
<td>Y</td>
<td>Y (limited)</td>
<td>N</td>
</tr>
<tr>
<td>Transportation</td>
<td>Community</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Health</td>
<td>Community</td>
<td>Y</td>
<td>N</td>
<td>N</td>
</tr>
</tbody>
</table>

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

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

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

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

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

Santa Clara County is a massive county with a population close to two million people, and there are more than 20 community health centers 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 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 continue to 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 people with whom we work closely. In FY 2019-2020 we served 430 unique individuals with an average of 5 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.

Table 2: Priority Ranking Table

Prioritize all needs identified as an agency priority in Table 1. Insert a row if additional space is needed.

<table>
<thead>
<tr>
<th>Agency Priorities</th>
<th>Description of programs, services, activities</th>
<th>Indicator(s)/Service(s) Category (CNPI, FNPI, SRV)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Housing</td>
<td>Sacred Heart Community Service is the county-wide coordinator of our Homelessness Prevention System and offers HPS services directly to our members. This service provides emergency assistance to households facing eviction as well as first month’s rent and security deposits for households securing new housing. We measure whether households sought out any emergency shelter or homeless services since receiving the funds. Since the pandemic began, this network has been expanded to include additional partners and reach toward COVID-impacted households. Sacred Heart Community Service also facilitates two committees of community leaders to fight for housing policy change.</td>
<td>FNPI 4 (b,e,h)</td>
</tr>
<tr>
<td>2. Food/nutrition</td>
<td>Pantry - Before COVID-19, clients could 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.</td>
<td>Pantry (SRV5jj)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LMV (SRV 5ff, 5gg)</td>
</tr>
</tbody>
</table>
Clients can come in weekly to receive produce alone. Since March 2020, clients have been able to come to SHCS once per week to receive full pantry services which include pre-made boxes with dry goods, produce, eggs, meat and bread.

La Mesa Verde urban gardening program is a mutual support network that has continued to help families learn to garden, providing them with raised garden beds and free plants that bear supplemental organic fruit and vegetables.

3. Employment/income support

Our job link program helps people find employment, file tax returns, and increase financial health via opening savings accounts and increasing assets. While some services shifted toward virtual or over the phone services in this program as a result of the pandemic, the program has largely continued to operate throughout.

SHCS also supplements income as the county agency administering LIHEAP.

**Agency Priorities:** Rank your agency priorities.

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

**Indicator/Service Category (CNPI, FNPI, SRV):** List the indicator(s) or service(s) that will be reported in annual report.

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**Part II: Community Action Plan**

CSBG Act Section 676(b)(11)

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

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

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**Vision and Mission Statement**

1. **Provide your agency’s Vision Statement.**

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

2. **Provide your agency’s Mission Statement.**
Our mission is to build a community free from poverty by creating hope, opportunity, and action. We provide essential services, work together to improve our lives, organize for justice, and inspire our community to love, serve, and share.

Tripartite Board of Directors

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

1. Describe how your Advisory or Governing Board is involved in the decision-making process and participates in the development, planning, implementation and evaluation of programs to serve low-income communities. (CSBG Act Section 676B(a))

☒ No change to the response in your agency’s 2020-2021 CAP.
☐ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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

☐ No change to the response in your agency’s 2020-2021 CAP.
☒ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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

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

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

The SHCS Leadership Council merges its meetings with the Board of Directors Program and Strategy Committee quarterly, reviewing a range of structural accountability measures together. Examples include a convening of an annual Solidarity Summit of local community volunteers and leaders who are committed to addressing the causes and impacts of poverty in Santa Clara County, as well as review of program operating plans, engagement strategies, and inclusive budgeting practices. In early June 2021, two representatives of the SHCS Leadership Council met with the Board’s Executive Committee to pursue applications to low income representative seats on the Board itself later in 2021.

Should a low-income individual, community organization, religious organization, or representative of low-income individuals consider its organization or low-income individuals to be inadequately represented on our agency’s board, they could pursue one or more of the following routes to petition for adequate representation:

● Email BoardInfo@sacredheartcs.org to contact the Executive Committee of the Board of Directors directly; and/or
● Attend any Board of Directors public meeting to petition for representation during public
comment or open forum; and/or

- Establish a committee and solicit voting seats at the SHCS Leadership Council.

3. Describe your Advisory or Governing Board’s policy for filling board vacancies in accordance with established bylaws. Include the recruiting process, democratic selections process for low-income board members, and the timeframe established by your agency to fill vacancies. (State Plan)

☒ No change to the response in your agency’s 2020-2021 CAP.
☐ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

Service Delivery System
CSBG Act Section 676(b)(3)(A)
State Plan

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

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

To access our programs and services, each individual must complete SHCS’ new member registration at our Welcome Center. Our Welcome Center team 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. In the midst of the pandemic, SHCS augmented the in-person registration process by launching a parallel online new member application that enables people to not only express interest in accessing programs and resources, but also to upload documents and verify registration information, thereby streamlining the intake process significantly.

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

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 allows 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
CSBG Act Sections 676(b)(1)(B) and (C), (3)(C) and (D), 676(b)(4), (5), (6), and (9)
California Government Code Sections 12747, 12760
Organizational Standards 2.1, 2.4
State Plan

1. Describe how your agency coordinates funding with other providers in your service area. If there is a formalized coalition of social service providers in your service area, list the coalition(s) by name and methods used to coordinate services/funding. (CSBG Act Sections 676(b)(1)(C), 676(b)(3)(C); Organizational Standard 2.1; State Plan)
Sacred Heart Community Service participates in 3 main coalitions that work with the low-income community in Santa Clara County.

**Homelessness Prevention System for Santa Clara County**

Sacred Heart Community Service is the master contractor for Destination: Home’s Homelessness Prevention System for Santa Clara County. Sacred Heart manages 20 subcontractors who are participating in the Homelessness Prevention System (HPS) program and collaborates with an additional 20 grassroots partner organizations. Together, the coalition of partner organizations provides temporary financial assistance (e.g. rent, deposit, or utilities payment) to low-income families or individuals who are struggling to maintain their housing. HPS is available to low-income (80% of Area Median Income) households in Santa Clara County who are at imminent risk of losing their housing.

**Rapid Response Network**

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

**Emergency Assistance Network**

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

2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding. (Organizational Standard 2.1, State Plan)
In addition to the Homelessness Prevention System for Santa Clara County, the Rapid Response Network, and the Emergency Assistance Network, Sacred Heart Community Service also coordinates with Second Harvest Food Bank regarding food distribution. SHCS works within the Second Harvest system to provide groceries and fresh fruits and vegetables to people who reside in 15 postal zip codes in addition to homeless individuals. People residing outside those zip codes receive emergency provisions and a referral to the Second Harvest site within the zip code in which they reside.

3. Describe how services are targeted to low-income individuals and families and indicate how staff is involved, i.e. attend community meetings, provide information, make referrals, etc. Include how you ensure that funds are not used to duplicate services. (CSBG Act Section 676(b)(9), California Government Code Section 12760, State Plan)

☒ No change to the response in your agency’s 2020-2021 CAP.
☐ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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

Sacred Heart is committed to maintaining a diversified funding base that helps preserve the financial health of the organization. Leveraging its 57 years of experience working with the low-income community, along with its status as the Community Action Agency for Santa Clara County – Sacred Heart has established itself a leader in the fight against poverty in our county.

Sacred Heart produces innovative and effective programs. We seek feedback from the community and make changes to more effectively provide assistance and help our low-income constituents build power and ultimately to change systems. The organization is proud to receive widespread support from government entities, private foundations, corporations, and individuals who are confident in Sacred Heart’s ability to support these efforts.

As a Community Action Agency, we are fortunate to be able to create an administrative infrastructure that allows funders to feel comfortable in Sacred Heart efficacy in administering complex programs. It allows the organization to take on the risk of new programming and to provide funding for programs that may be experiencing a gap in funding.
5. Describe your agency’s contingency plan for potential funding reductions. (California Government Code Section 12747, State Plan)

☐ No change to the response in your agency’s 2020-2021 CAP.
☐ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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

☐ No change to the response in your agency’s 2020-2021 CAP.
☐ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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

☐ No change to the response in your agency’s 2020-2021 CAP.
☐ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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

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

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

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

☐ No change to the response in your agency’s 2020-2021 CAP.
☒ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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

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

Sacred Heart Community Service works with high schools and universities in the area to engage over 100 volunteers in after school and summer academy programs. Volunteers offer tutoring and assist in class and homework. Volunteers provide a safe place for students to excel academically as well as life skills through enrichment classes. During Career Day, youth learn from trusted adults with similar lived experiences about their academic and career path to success in their respective fields. During summer academy specifically, youth learn about scientific inventors through our Camp Invention partnership that includes marine biology, technology, medical, and many other fields.

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

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 Logrado 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 Logrado 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, as may be necessary, to counteract conditions of starvation and malnutrition among low-income individuals. (CSBG Act Section 676(b)(4), State Plan)

☒ No change to the response in your agency’s 2020-2021 CAP.

☐ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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

☐ No change to the response in your agency’s 2020-2021 CAP.

☒ Adaptations to the response in your agency’s 2020-2021 CAP are described below.

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 (EAN), a local collaboration of agencies that provide emergency financial assistance to low-income households in Santa Clara County. The EAN coordinates assistance to ensure funds are distributed geographically across the County and works together to better integrate systems for more effective delivery. Sacred Heart also participates in other collaborative networks of antipoverty programs and service providers, including Step Up Silicon Valley and the Santa Clara County Collaborative on Housing and Homeless Issues.

SHCS is also the county-wide coordinator of our Santa Clara County Homelessness Prevention System and offers HPS services directly to our members. This service provides emergency assistance to households facing eviction as well as first month’s rent and security deposits for households securing new housing, working in concert with Destination: Home as well as 20 partner organizations across the county. We measure whether households sought out any emergency shelter or homeless services since receiving the funds. Since the pandemic began, this network has been expanded to include additional partners and reach toward COVID-impacted households. In addition to emergency rental assistance, recipients are offered wrap-around programs such as LIHEAP and utility assistance.

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

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

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

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

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

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

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

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

Data Analysis and Evaluation
CSBG Act Section 676(b)(12)
Organizational Standards 4.2, 4.3

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

Our teams regularly reflect on their work at weekly team meetings and semi-annual/annual retreats. We also, generally, use reports to funders as an opportunity to reflect and improve. These reflection opportunities are briefly listed below:

**Housing:**

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

- Work with University of Notre Dame’s Lab for Economic Opportunity to measure effectiveness of assistance through data shared in a database and assess household displacement through publicly available address data (preliminary outcomes annually, full results in another 2.5 years).
- Client interviews: one-on-one or in small groups after client exits - conducted annually across the entire HPS network (20 partner organizations, thus SHCS clients are not always selected)
- Semi-annual deeper review of HPS data and feedback with HPS funders
- Annual deep review of HPS data and feedback with all partner organizations
Food/Nutrition:

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

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

Employment and financial services:

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

Energy assistance:

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

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

☐ No change to the response in your agency’s 2020-2021 CAP.
☒ Adaptations to the response in your agency’s 2020-2021 CAP are described below.
Organizational Standard 4.2 indicates that the CAP should be outcome-based, anti-poverty focused, and ties directly to the community needs assessment.

**Housing**

In our needs assessment, we asked more than 3,000 of our newest members and 45 community based organizations to identify the main challenges in their lives and the lives of people they work with. When families were asked to select issues that were challenges for their family, then rank those challenges with #1 being most critical, the average ranking for housing was 1.6 with 1.8 for food and lack of jobs. In the midst of COVID, it has been challenging to carry out extensive research and data collection as we normally would. In March 2021, we collected surveys from 45 community based organizations to explore challenges for the communities we serve. One hundred percent of responding organizations indicated that housing is a major challenge for the people they work with. Eight-four percent ranked it in the top 3 and 58% ranked it as #1. This is the real, most serious headline here. No one said affordable housing was adequate to meet the current demand in Santa Clara County.

We determined from our results that our network needed broader geographic representation and cultural competency. As the master organization of the Homelessness Prevention System in Santa Clara County, we scaled up the number of partners and collective reach across Santa Clara County, increasing from 14 in our previous CAP to 20 in our current plan. Our evaluation of results also indicated a greater need for real-times input from low-income community members affected by Covid and the lack of affordable housing. To respond, we developed two grassroots organizing committees of volunteers and members who will focus on leadership development and policy action on the issue of housing.

With a temporary eviction moratorium in place across California, low income residents from these committees have been involved in organizing to ensure mirrored policies would stay in place in Santa Clara County to protect COVID-impacted renters from the eviction cliff in Santa Clara County in particular, where the cost of living dramatically outweighs the rise in wages. This work will continue into the coming year’s CAP while we continue to strengthen the HPS network to provide back-rent through financial assistance services to avoid exacerbating an already inequitable housing climate (these services are funded by a unique combination of private and
Racial justice

Organizational respondents indicated that while some organizations are more deliberately working to address racial justice and equity, more work needs to be done. One respondent, for instance, indicated a need to “make space for people from extremely low income communities of color to advocate for issues they are passionate about (as opposed to organizations deciding for them).”

In January 2021, we launched a new SHCS Leadership Council that would report directly to the Board of Directors and senior staff, aimed at serving not only as a central committee of SHCS members’ 18 different committees, but also to ensure that the voice of low income recipients of services who largely reflect communities of color from the region will have a direct role in guiding the future direction of the organization. This is a welcome, marked change in structure and accountability for Sacred Heart.

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

Additional Information (Optional)

Disaster Preparedness

1. Does your agency have a disaster plan in place that includes strategies on how to remain operational and continue providing services to low-income individuals and families during and following a disaster?

☒ Yes
☐ No

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

August 2019
3. Briefly describe your agency's main strategies to remain operational during and after a disaster.

<table>
<thead>
<tr>
<th>Agency Capacity Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Although the CNA focused on Community and Family Level needs, if your agency identified Agency Level need(s) during the CNA process, list them here.</td>
</tr>
<tr>
<td>2. Describe the steps your agency is planning to take to address the Agency Level need(s).</td>
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Federal CSBG Programmatic Assurances and Certification
CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

i. to remove obstacles and solve problems that block the achievement of self-sufficiency (particularly for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);

ii. to secure and retain meaningful employment;

iii. to attain an adequate education with particular attention toward improving literacy skills of the low-income families in the community, which may include family literacy initiatives;

iv. to make better use of available income;

v. to obtain and maintain adequate housing and a suitable living environment;

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

vii. to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to document best practices based on successful grassroots intervention in urban areas, to develop methodologies for wide-spread replication; and

II. strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;

Needs of Youth

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

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

II. after-school childcare programs.
Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

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

State Coordination/Linkages and Low-income Home Energy Assistance

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

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

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

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

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

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

**For MSFW Agencies Only**

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

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

Category Two: Community Engagement

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

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

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

Category Three: Community Assessment

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

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

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

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

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

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

Category Four: Organizational Leadership

Private Agency - Standard 4.1 The governing board has reviewed the organization’s mission statement within the past 5 years and assured that:
   1. The mission addresses poverty; and
   2. The organization’s programs and services are in alignment with the mission.

Public Agency - Standard 4.1 The tripartite board/advisory body has reviewed the department’s mission statement within the past 5 years and assured that:
   1. The mission addresses poverty; and
   2. The CSBG programs and services are in alignment with the mission.

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

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

Category Six: Strategic Planning

Standard 6.4 Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process, or comparable planning process.
Appendices

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

<table>
<thead>
<tr>
<th>Document Title</th>
<th>Appendix Location</th>
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<tbody>
<tr>
<td>Copies of the Notices of Public Hearing</td>
<td>A</td>
</tr>
<tr>
<td>Low-Income Testimony and Agency’s Response Document</td>
<td>B</td>
</tr>
<tr>
<td>Client and Community Organization Survey</td>
<td>C</td>
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