2020-2021 Community Action Plan

California Department of Community Services and Development

Community Services Block Grant

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Contents

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: _____

Agency Contact Person Regarding the Community Action Plan:

Name:	**Jorge Salinas**
Title:	**Planner**
Phone:	**(559) 733-5423**
Email:	**jsalinas@proteusinc.org**

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.

_Paul Espinoza Jr._____   _____   _____

Board Chair (printed name)   **Board Chair (signature)**   **Date**

_Robert Alcazar_____   _____   _____

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:

Date CAP Received:	Date Accepted:	Accepted By:

Vision Statement

Provide your agency's Vision Statement below:

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

Mission Statement

Provide your agency's Mission Statement below:

To provide education, job training, job placement, and other support services to farmworker families and other program participants.

Tripartite Board of Directors

(Organizational Standards 5.1, 5.2, CSBG Act Section676(b)(10))

Section 676B of the Community Services Block Grant Reauthorization Act of 1998 requires that, as a condition of designation, private nonprofit entities and public organizations administer their CSBG program through tripartite boards that *"fully participate in the development, planning, implementation, and evaluation of the program to serve low-income communities."*

1. Describe your agency's procedures for establishing adequate board representation under which a low-income individuals(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. (Organizational Standards 5.2, CSBG Act Section 676(b)(10))

Proteus, Inc.'s board represents the private, public and the low-income economic sectors throughout our four county service area of Fresno, Kings, Kern, and Tulare. Currently, we have 4 board members representing the low-income. Each member brings their own expertise and capacity to the board representing the diverse communities we serve. For the recruitment of board members, we have a nomination process that includes an invitation to that gets solicited throughout our service areas to the community. All potential candidates complete an application and those selected are asked to interview. Vacancies are shared with staff and leaders in the organization to help recruit potential candidates. Our seasoned board members also take an active role in mentoring newer board members on how to appropriately cultivate interest in the board as a means for identifying potential candidates. The public forums we conduct as part of our CSBG CAP are also utilized. We solicit input from low-income individuals, farmworkers in particular as well as others. Attendees are able to take an active role in nominating individuals they believe can best represent them well. Proteus, Inc. looks for candidates that are well-rounded individuals with the skills sets and values that closely match the organization's goals and strategies to advance the mission of the organization now and in the future.

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. (Organizational Standard 5.1)

Proteus, Inc.'s performance management and evaluation of programs involves the entire organization, beginning with Proteus, Inc.'s Board of Directors who govern the corporation. The Board monitors program planning, development, financial and management reports, and performance of the six (6) divisions comprising Proteus, Inc. Program, Area, and Service Center Managers as well as Division Directors manage all programs providing continuous feedback to the Executive Director, Chief Financial Director, and Chief Executive Officer, who through this structure, report the status of all programs to the Board of Directors on a monthly basis. The Board has several working committees that meet to review processes and discuss program performance utilizing various forms of data and monthly reports to make decisions leading to the improvement of service delivery as well as the pursuit and creation of additional needed services for the communities we serve.

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: _____

Location: _____

☐ **Public Comment Period**

Inclusive Dates for Comment: _____

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

Date	Where (name of newspaper, website, or public place posted)

*Submit a copy of published notice(s) with the CAP Application for documentation purposes.

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.

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

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.

Focus Groups	Nine (9) focus group meetings were held at our service center locations throughout our four (4) county services area of Fresno, Kern, Kings, and Tulare.
Asset Mapping	Asset mapping of services and service providers was conducted throughout our service area.
Surveys	Surveys were administered throughout via our service center locations as well as during specials events throughout our service areas beginning on Jan. 25th and ending on March 15.
Community Dialogue	Community dialogue occurred during all of the focus group meetings, Public Hearing, Public Comment Period, Farmworker Appreciation Days, and survey collection throughout our service centers at the dates and times referenced above for these activities.
Interviews	12 Board Members were interviewed on community needs by the Executive Director and Research and Planning Director.
Public Records	U.S. Census Bureau data such as QuickFacts, FactFinder, American Community Survey, as well as Employment Development Department, KidsData, California Agricultural Statistics Review, and other research articles were used. In addition, local regional plans that include the San Joaquin Valley and Associated Counties Regional Plan 2017-2020, Sequoias Adult Education Consortium AB86 Final Report, and State Center Education Consortium AB86 Final Report were also referenced.

Date of most recent completed CNA: _____

Date CNA approved by Tripartite Board (most recent): _____
(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)

To help access the needs of our service area, we collected 925 surveys and held nine community forums with individuals representing different sectors: community-based organizations, faith-based organizations, private sector, public sector, educational institutions and others. In addition, local regional plans such as the San Joaquin Valley and Associated Counties Regional Plan 2017-2020, Sequoias Adult Education Consortium AB86 Final Report, and State Center Education Consortium AB86 Final Report were also reviewed and referenced to identify individual and community needs. The needs identified are used to help create and enhance programs and services for our customers. We also use the results to create our five year Strategic Plan, which is used as a resource to guide the organization, through its leaders and board of directors. Information and data obtained through these sources, as well as the opinions and experiences voiced by community members, are summarized below and were incorporated in the development of our 2020-2021 CAP.

We conducted 925 surveys throughout the counties of: Kern (40.8%), Tulare (26.76%), Fresno (20.85%), and Kings (11.59%), 55.62% of respondents were a members of the general public, 17.51% from an Educational Institution, 15.03% Faith Based Organization, 11.12% Community Based Organization, 10.77% Public/Private Sector, 4.26% Proteus, Inc. Staff, and 3.43% Proteus, Inc. Partner/Vendor. It was identified that almost 62% of respondents were farm workers or a dependent of a farmworker. Age groups of respondents were: 18-24 years of age (18.05%), 24-30 (19.03%) 31-40 (21.30%), 41-50 (19.35%), to 51-66 years of age (17.62%. Of the respondents, 40.80% were unemployed (of the ones unemployed: 57.49% were employed seasonally, 27.97% were laid off, 10.35% were the result of company downsize or closure). From the survey results some of the greatest needs reported were:

- Community Needs: Public safety (43.76%), gang violence (38.67%), drug addiction (36.13%) and access to living wages (32.49%). Economic development and job creation programs, community cleanup and beautification projects, community service opportunities, improved parks, increased public transit, etc. came up as other issues facing the community.

- Individual and Family Needs: Employment skills training and job placement, financial assistance (rental/utility/food), homeless prevention/re-housing, health & nutrition education, mental health counseling, alternative education, homebuyer education, substance abuse recovery, parenting skills/engagement training/counseling, etc. Lack of computer came up as an additional need with only 54.07% reported having Internet Access, a computer (38.35%), and a tablet (26.59%).

From the nine forums, we were able to reach 243 individuals. Attendees were from the general public/community (131), faith based organization (41), other (40), Private/Public (21), community based organization (7), and educational (3). Some of main **needs/problems** in respondent's community (ranked in order) included: 1. Youth services (gang prevention, teen pregnancy prevention, sports/recreational

activities, life skills, tutoring, community/social development), 2. Employment skills training and job placement assistance (evening classes, GED, Job leads, resume assistance, and job application assistance), 3. Public transportation, 4. Public safety, 5. Mental health services, 6. Affordable housing/healthcare 7. Drug addiction and 8. Domestic violence. **Barriers** in their community included language, transportation, lack of marketable skills, health/disability, working during service hours, too many requirements for the programs, childcare, unaware of where to go for services, access to food, and pride (not wanting help).

Services needed included training/vocational classes (welding, barber/hairstyling, computer literacy, banking/budgeting, hospitality, trainings geared towards women), affordable childcare, cleanup and beautification projects, homeless prevention, ESL classes, and improved parks. Many of the respondents reported that they were currently utilizing financial assistance (rent, utilities, SNAP, TANF, WIC, etc.), accessing resource rooms, vocational trainings, unemployment insurance, and transportation. Respondents also suggested that they would like more extended hours of service, more services for undocumented immigrants, help with social security, more relaxed eligibility criteria, more job fairs, and assistance with FAFSA.

2. Describe the causes and conditions that contribute to poverty affecting the community in your service area. (Organizational Standard 3.4)

Proteus, Inc.'s service areas of Fresno, Kern, Kings, and Tulare counties continue to be ranked among the top ten agricultural areas in the state and the nation. These areas led the list with a combined $23.4 billion of the state's $50.1 billion in sales of crops, livestock and other agricultural commodities as referenced in Table 1. The combined sales accounted for nearly half or 47% of the state's total revenue ($50.1 billion).

Table 1. Top 10 Agricultural Counties 2017		
Rank	County	Total Value
1	Kern	$7,254,004
2	Tulare	$7,039,709
3	Fresno	$7,024,915
9	Kings	$2,066,329
Total		$23,384,957

*Source: California Agricultural Statistics Review 2017-2018

A recent report by UC Davis, concluded that in 2015 there were over 300,000 workers with at least one farm employer throughout our service area with 119,000 in Kern, 96,000 in Fresno, 72,000 in Tulare, and 13,041 in Kings County (Employment and Earnings of California Farmworkers in 2015; Philip L. Martin, UC Davis). In relation to poverty, the Sequoias Adult Education Consortium (SAEC) AB86 Final Report (2015), states that the regional economy, being primarily agricultural, is sustained by a large number of low wage jobs engaged by immigrant and migrant worker populations as well as a poorly-educated native population. This report further states that historically, the region has high unemployment rates, low education attainment rates, higher than average dropout rates, and a large immigrant population, a theme that is well documented in our service area. The State Center Adult Education Consortium (SCAEC) AB86 Final Report (2015) further supports this assertion stating that the Central Valley is evolving into a patchwork of poverty and prosperity, not into an economy that offers upward mobility to all residents. If current growth patterns persist, the landscape of inequality in rural California will become more pronounced in the future, as labor-intensive agriculture, fueled by immigration, produces profits on one side and poverty for farmworkers on the other. In addition to these issues, these areas continue to be one of the most economically disadvantaged areas in the state due to the following:

Low Academic Achievement: According to kidsdata.org (2015), the percentage of students not completing high school in our service area continues to exceed the state's (10.2%) with Fresno (11.5%), Kern (12.2%), Kings (13.2%), and Tulare (10.2%). These counties also experience the following as described in Table 2:

Table 2. Educational Attainment (Population 25 years and over)*		
Location	Less than 9th Grade Ed.	9th to 12th Grade Ed.; No Diploma
Fresno County	14.4%	10.9%
Kern County	14.0%	12.2%
Kings County	12.9%	14.2%
Tulare County	19.7%	11.7%
California	9.7%	7.8%

*Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

High Unemployment Rates: Unemployment rates in the Central Valley continues to exceed the state's rate (CA 4.1%) with Fresno at 7.5%, Kern 7.6%, Kings 8.2%, and Tulare at 9.6% (EDD Dec. 2018). Rural, geographically isolated, Hispanic/Latino migrant and farm working communities report an even higher level with Delano (20.4%), Terra Bella (20.9%), Mendota (18.0%), Reedley (18.2%), and London (16.9%).

Poverty Conditions: Families living below the poverty levels reported in the 2013-2017 American Community Survey surpass the state level (CA 11.1%), with Fresno experiencing 21.1%, Kern 18.7%, Kings 16.3%, and Tulare County 23.0%. In addition, the per capita income in these counties is well below the state average (CA $33,128), with Fresno at $22,234, Kern $21,716, Kings $19,835, and Tulare $18,962. These counties also exceed state levels for those receiving public assistance as referenced in Table 3.

Table 3. Cash/SNAP Public Assistance Income		
Location	Food Stamp/SNAP	Cash Public Assistance
Fresno County	20.6%	8.4%
Kern County	17.0%	6.1%
Kings County	16.6%	6.1%
Tulare County	23.5%	10.3%
California	**9.3%**	**3.6%**

*Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Ethnicity: Our service area consists of a large percentage of Hispanic/Latino as referenced in Table 4.

Table 4. Race or Hispanic Origin						
	Hispanic/ Latino	White	Black/African American	American Indian or Alaska Native	Asian	Native Hawaiian/Other Pacific Islander
Fresno	**53.2%**	29.5%	5.8%	3.0%	11.0%	.3%
Kern	**53.4%**	34.0%	6.2%	2.6%	5.4%	.3%
Kings	**54.8%**	32.1%	7.1%	3.1%	4.5%	.3%
Tulare	**64.7%**	28.6%	2.2%	2.8%	4.0%	.2%

*Source: U.S. Census Bureau, Quick Facts (2010-2018)

In addition, a high percentage is foreign born, speak a language other than English, and speak English less than very well as referenced in Table 5. For the region as a whole, 85% of those foreign born speak English less than very well, compared with 58% of the state's immigrant population (SAEC Final Report 2015).

Table 5. Foreign Born/Language			
	Foreign Born	Language Other Than English Spoken at Home	Speak English Less Than "Very Well"
Fresno	21.1%	44.3%	20.7%
Kern	16.9%	44.1%	16.7%
Kings	16.0%	40.2%	16.8%
Tulare	22.6%	51.5%	22.4%
CA.	26.2%	44.0%	20.0%

*Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Furthermore, according to the 2013-2017 American Community Survey (ACS), the rates of non-citizens in the state (15.9%), Fresno (14.9%), Kern (11.8%), Kings (11.2%), and Tulare (16.7%) is over twice those of the U.S. (6.6%). Statistics cited in the San Joaquin Valley and Associated Counties Regional Plan (2017-2020), 63% of the non-citizens 25 and over in the labor force have not obtained a high school diploma.

Lack of Health Coverage: According to the 2013-2017 ACS, the percentage of those lacking health exceeds the state average (10.5%), with Fresno (11.7%), Kern (11.2%), Kings (10.3%), and Tulare (12.2%).

Food Insecurity: According to kidsdata.org, the percentage of those that experience food insecurity exceeds the state average (22.9%) with Fresno (29.2%), Kern (26.5%), Kings (27.9%), and Tulare 29.0%.

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

Various methods to collect, analyze, and report customer satisfaction data to our Board of Directors is utilized. Proteus leadership reports this information to the board directly through full Board of Directors and special committee meetings that occur monthly. This information is also presented during scheduled Board of Director retreats that happen twice a year. The customer satisfaction process includes the forums, focus groups, public hearings, comment periods, and surveys that are part of our CNA. On a quarterly basis, we administer a customer satisfaction survey in-person and online via Survey Monkey. This information is reported to our Board of Directors in order to understand customer needs, issues, concerns, improve as an organization, and most importantly, guide strategic planning and overall direction of the organization that leads to the improved service delivery and creation of additional services.

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)

As part of our CNA process, data specific to poverty in relation to various demographics was collected from public record sites that included the U.S. Census Bureau (QuickFacts, FactFinder, and American Community Survey), the EDD's Labor Market Information, KidsData, California Agricultural Statistics Review, and other research articles. Research from local regional plans that include the San Joaquin Valley and Associated Counties Regional Plan 2017-2020, Sequoias Adult Education Consortium and State Center Education Consortium AB86 Final Reports were also referenced. Furthermore, data from surveys administered, interviews, community forums, public hearings and comment periods held were also utilized. These methods formed the collection of demograpics that included sector represented, race/ethnicity, marital status, gender, age, education level, employment, and other pertinent information.

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)

We collected and analyzed various forms of quantitative data through public records previously mentioned that included ag. industry, migrant and seasonal farmworker population, ethnicity, foreign born, language, unemployment rate, education, income, poverty, public assistance, food insecurity, health insurance, disability, and other information to assist us in understanding the needs of our service area. We also collected quantitative data and qualitative data through our in-person and online surveys.

For qualitative data we utilized community surveys, forums, focus groups, asset mapping, interviews, public hearings and comment periods. Nine focus group/forums were held, over 925 surveys were administered, and social media was utilized to advertise and collect information via public service announcements, Facebook Live at special events, and posts on our Facebook page. Asset mapping of services and service providers was also completed throughout our service area. A complete list of services and service providers is included in the appendices section of our 2020-2021 CAP. In person interviews were also held with all 12 Proteus' Board of Directors as part of the needs assessment process.

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)

Proteus collected data from low-income local residents via face to face contact, interviews, surveys, focus groups, public hearings and comment periods to gain feedback from the community. Surveys that were completed in-person were then entered manually into Survey Monkey in order to obtain a final count and an accurate analysis of all the information collected. In addition, feedback from all community forums/focus groups was documented, compiled, and analyzed to determine needs in ranking order. This allows us to obtain real-time information to identify and understand critical and pressing needs of individuals and their communities that oftentimes numerical data does not fully present. Information and data obtained through these sources, opinions, responses and experiences voiced by low-income community members are incorporated in the development of our community needs assessment, community action plan, as well as our strategic plan.

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

Needs Identified	Integral to Agency Mission (Yes/No)	Currently Addressing (Yes/No)	Agency Priority (Yes/No)
Employment Skills Training and Job Placement Assistance (Alternative Education, Evening Classes, GED Classes, Job Leads/Resume Development, Application Assistance, Self-Employment Training/Counseling, Etc.)	Yes	Yes	Yes
Youth Programs/Services (Gang Prevention, Teen Pregnancy Prevention/Sex Education, Recreational Activities, Life Skills Classes, Tutoring Services, College Application/FAFSA Help, Community/Social Development	Yes	Yes	Yes
Homeless Services (Homeless Prevention, Shelters, Transitional housing, Re-housing Programs, Affordable Housing, Etc.)	Yes	Yes	Yes
Health & Well Being (Nutrition Education, Affordable Health Care, Mental Health, Substance Abuse Recovery Programs, Domestic Violence, Etc.)	No	No	No
Savings Incentive & Asset Building Programs (Homebuyer Assistance/Education, Foreclosure Prevention, and Financial Counseling)	No	No	No
Financial Assistance Programs/Supportive Services (Rent/Utility/Food/Transportation, Childcare, Etc.)	Yes	Yes	Yes
Parenting Skills Training/Counseling & Parent Engagement Training to Support Kids in School	No	No	No
Community Clean-Up and Beautification (Improved Parks, Roads, Building, Lighting, Etc.)	Yes	Yes	Yes

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)

For the following services, Proteus works with partner organizations to refer our customers: Public Safety, Mental Health, Supply of Safe and Affordable Housing, Affordable Healthcare, and Domestic Violence.

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

Agency Priorities	Description of programs/services /activities	Agency/Community/Family & Individual	Indicator/Service Category (CNPI, FNPI, SRV)
1. Employment Skills Training & Job Placement	Resume development; job readiness workshops; job development; case management; career counseling; job referrals; coaching; vocational training; employer based skills training; work experience; on the job training; pre-employment physicals, employment supplies; evening classes (GED, ESL); etc.	Community & Family/Individual	FNPI 1a., FNPI 1b., FNPI 1h., FNPI 2g., FNPI 2f., FNPI 2i., SRV 1a., SRV 1b., SRV 1f., SRV 1i., SRV 1j., SRV 1k., SRV 2s., SRV 2t., SRV 2u., SRV 7a
2. Youth Programs/Services	Drug & alcohol prevention; mentoring; coaching; gang awareness/prevention; literacy; tutoring; after school activities; leadership development	Family & Individual	FNPI 2c.2., FNPI 2c.3., FNPI 2d.2., SRV 1j., SRV 7a.
3. Homeless Services	Homeless Prevention, Shelters, Transitional housing, Re-housing Programs, Affordable Housing, etc.	Family & Individual	SRV 7c., SRV 4m
4. Health & Well Being	(Nutrition Education, Affordable Health Care, Mental Health, Substance Abuse Recovery Programs, Domestic Violence, etc.)	Family & Individual	SRV 5f., SRV 5hh., SRV 5jj., SRV 7c.

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.
Agency/Community/Family & Individual: Identify if the need is agency, 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.

Indicator/Service Category (CNPI, FNPI, SRV)	Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
FNPI2c.1; FNPI2c.2; FNPI2c.3; FNPI2d.2; SRV1g; SRV1o	Internal case management POSSE database	Field office staff collect data and are required to enter into POSSE each month. Staff collect pre and post-tests, eligibility documentation, and IEPs. This is all required to be entered into POSSE along with up to date case notes. The staff can include: Employer Service Representatives, Case Managers, Program Support Specialists, Service Center Managers, and others.	Data is reported internally on a monthly bases for each program; externally, it is most often reported on a monthly bases, however some programs are on a quarterly reporting bases
FNPI1a; FNPI1b; FNPI1h; SRV1a; SRV1b; SRV1f; SRV1g; SRV1i; SRV1j; SRV1k; SRV1l;SRV1m; SRV1n; SRV1o; SRV1q; SRV2s; SRV2t; SRV2u; SRV7a	Internal case management POSSE database	Field office staff collect data and are required to enter into POSSE each month. Staff collect pre and post-tests, eligibility documentation, and IEPs. This is all required to be entered into POSSE along with up to date case notes. The staff can include: Employer Service Representatives, Case Managers, Program Support Specialists, Service Center Managers, and others.	Data is reported internally on a monthly bases for each program; externally, it is most often reported on a monthly bases, however some programs are on a quarterly reporting bases
SRV7d	Internal case management POSSE database	Field office staff collect data and are required to enter into POSSE each month. Staff collect pre and post-tests, eligibility documentation, and IEPs. This is all required to be entered into POSSE along with up to date case notes. The staff can include: Employer Service Representatives, Case Managers, Program Support Specialists, Service Center Managers, and others.	Data is reported internally on a monthly bases for each program; externally, it is most often reported on a monthly bases, however some programs are on a quarterly reporting bases
FNPI2e	Internal case management POSSE database	Field office staff collect data and are required to enter into POSSE each month. Staff collect pre and post-tests, eligibility documentation, and IEPs. This is all required to be entered into POSSE along with up to date case notes. The staff can include: Employer Service Representatives, Case Managers, Program Support Specialists, Service Center Managers, and others.	Data is reported internally on a monthly bases for each program; externally, it is most often reported on a monthly bases, however some programs are on a quarterly reporting bases

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.

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

Intake Process: Customers receive information about our services and attend an orientation. Staff then initiate intake to determine eligibility and enter this data into our data entry system(s). Staff verify personal information, check for proper documentation, and supervisory staff reviews and approves enrollment. Eligible participants are then enrolled into the program to receive comprehensive services that may also include program co-enrollment into other programs they may benefit from. If an individual is not eligible, they are referred to other agencies in the community for services.

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.)

CSBG is utilized to provide direct services (childcare, food, utility, and rental/mortgage assistance). In addition, it is used to support areas of program oversight and implementation including staff salaries, marketing, outreach, and wraparound services (case management, counseling, job readiness/placement, educational, subsidized employment, etc.). Programs that CSBG funding supplements are designed around data gathered from our service area as part of our research and planning efforts for the CNA and CAP. Programs that are supported via CSBG funding include but are not limited to:

- United Farmworker Foundation/Ca. Dept. of Social Services: Immigration Outreach Services
  - Supplements staff salaries for this immigration outreach services program.
- U.S. Department of Labor: WIOA 167 National Farmworker Jobs Program (NFJP)
  - Supports staff salaries, direct services, and program support for this MSFW employment and training program.
- U.S. Department of Education: High School Equivalency Program (HEP)
  - Supports staff salaries, direct services, and indirect costs that this MSFW high school equivalency, employment, and post-secondary education program does not support.
- Ca. Dept. of Education: WIOA Title II Adult Education and Family Literacy Act (AEFLA)
  - Offsets indirect costs that this Adult Education program does not support.
- Ca. Dept. of Education, Early Education and Support Division (EESD): Migrant Childcare
  - Supplements staff salaries/indirect costs MSFW EESD program does not support.
- United Way of Tulare and Kings Counties: Emergency Food & Shelter Program
  - Provides additional services for this emergency mortgage/rental assistance program.
- La Cooperativa Campesina de California: Title I Dislocated Ag. Worker (DW); DW Energy Efficiency and Renewable Energy; WIOA 167 NFJP Temporary Housing Assistance; & National Dislocated Worker Flood Temporary Jobs programs
  - Supplements staff salaries and additional direct services for these employment, training, mortgage/rental assistance, and temporary jobs programs.
- Association of Farmworker Opportunity Programs: National Farmworker Training Program
  - Supplements staff salaries for this Worker Protection Standard, Heat Stress Prevention, and Pesticide Prevention training program to farmworkers.
- Tulare County Health and Human Services Agency: Prevention Program
  - Supplements staff salaries for this substance abuse prevention and mental health referral services to at-risk children and youth program.
- Tulare County Youth Commission: Step Up Youth Activities
  - Supplements staff salaries for this Employer Based Skill Training program for at-risk youth.
- William M. Maguy School of Education, a Division of Proteus, Inc.
  - Supplements staff salaries for childcare services, adult education, and voc. trainings.
- Proteus, Inc. Foster Family Agency
  - CSBG provides direct support and services to foster children and their foster families.

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))

Proteus has working relationships with many organizations and agencies such as those under the United Way umbrella, State Center Adult Education Consortium (SCAEC) and Sequoias Adult Education Consortium (SAEC), and we are a Core Partner with Local Workforce Development Boards (LWDBs) in Kings, Kern, Fresno, and Tulare counties as part of WIOA's integrated state plan. Proteus, Inc. has on-going agreements or memorandums of understanding (MOUs) with these WIOA and Adult Education Consortium mandated and non-mandated partners. Each MOU conveys a unique avenue to respond to the needs of farmworkers and other low-income individuals such as recruitment and referral, expansion of service options, extension of our resources, and avoidance of duplication of services.

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

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

Proteus, Inc. currently has MOUs with LWDBs from Fresno, Kern, Kings, and Tulare counties that are aligned with the Local Area's Workforce Development Plan as part of WIOA. We are also a partner agency with adult education regional consortia such as State Center and Sequoia Adult Education Consortium who have their own agreements with the LWDB's. In addition, our educational and training programs are licensed under the Bureau for Private Postsecondary Education (BPPE), accredited by the Western Association of Schools and Colleges (WASC) and the Council on Occupational Education, and approved on California's Eligible Training Provider List (ETPL) allowing LWDB's to refer customers to our trainings utilizing WIOA training funds. Through these partnerships, agencies coordinate to align and increase collaboration among service providers in order to best serve participants.

3. Describe how your agency 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))

Proteus, Inc. has developed close partnerships and continues to coordinate with local, state, and regional institutions, cities and local elected officials, business groups, government agencies, community based organizations, faith-based organizations, charitable groups, AJCC Networks, LWDBs, Department of Rehabilitation, Local Educational Agencies, health agencies, labor organizations, for-profit and non-profit

organizations, state and local human service agencies and other key stakeholders to serve those most in need. By sharing resources and working together we are able to link our customers to other existing services, provide comprehensive services, and reduce the duplication of efforts. Proteus, Inc. utilizes these relationships to conduct outreach, recruitment, marketing, free use of space to deliver services, shared educational resources, referrals, joint case management or co-enrollment, and any other services to maximize existing resources and increase accessibility. Direct referrals are made to partner organizations if it is in the client's best interest and if we do not have the resources to adequately meet their needs.

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)

With a Mission "to provide education, job training, job placement, and other support services to farm working families and other program participants," we administer over 40 different programs serving some of the most low-income and underserved individuals. Our staff is cross-trained in other programs, are able to provide a wealth of information to customers, and are involved in all program areas such as outreach, recruitment, enrollment, service provision, referral, and follow-up services. Staff approaches include public presentations and providing information on English and Spanish language television and radio community affairs programs. Flyers and brochures are disseminated at locations frequented by farmworkers and through partner agencies. Information is also provided through our Service Center Offices and Mobile Employment Centers utilized to outreach to some of the most rural communities.

As a requirement of WIOA, Proteus coordinates with all providers who must give priority to those with barriers to employment. We work closely with the local Community Action Agencies, LWDBs, AJCCs, and other eligible entities to coordinate plans and activities to ensure no duplication of services. Additionally, many of the service providers utilize the same data management system for reporting and tracking of services such as CalJOBS, thus reducing the chance of duplication. Furthermore, our continued partnerships and open lines of communication with all partners involved in addressing the needs of the community allows us to identify beneficiaries and avoid the duplication of service delivery.

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)

As one of the main National Farmworker Jobs Program (NFJP) providers for MSFWs as well as a provider Adult Education, Low-Income Adult, Dislocated Worker, Youth, Welfare to Work, and other programs, Proteus, Inc. coordinates and co-enrolls participants into other programs in order to leverage and maximize services. Co-enrollment can occur in any of the existing and applicable Proteus or partner services via activities that include enrollment, case management, job search assistance, training, program documentation, and cost sharing for services. Staff from collaborating department or agencies share information regarding the purpose and expectations of such services in which the organization initiating the process functions as the lead contact and maintains an open case management file until the participant is exited successfully. To prevent duplication of services, participating agencies document, record, and keep copies of all program paperwork and services provided to the co-enrolled customer.

Additionally, Proteus, Inc. is a core partner of the LWDBs in Kings, Kern, Fresno, and Tulare counties and is a partner in the State Center Adult Education Consortium (SCAEC) and Sequoias Adult Education

Consortium (SAEC). Through these initiatives, Proteus, Inc. and the many members focus on identifying resources, services, and programs available through each agency to better coordinate, serve, and attempt to avoid the duplication of services and efforts. In addition, SAEC and SCAEC has implemented the creation of specialized "Navigator" positions as well as efforts to create new websites that can be shared to direct participants to the right provider and where the provider can view if a customer has been served by a partner. Furthermore, the co-location and use of new program management systems such as the state's and LWDBs CalJOBS system allows providers to view what programs the participant may be enrolled in and what entity is providing services in order to avoid duplication efforts.

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)

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

In regards to the challenges of overcoming reduced funding allocations, we have begun to renew our five-year corporate strategic plan to redirect and clarify the direction of our services and fund seeking priorities. Our executive leadership and Board of Directors review this strategic plan throughout the year and can revisit our strategies and objectives to continue adequately serving those in need. In addition, the organization's Research and Planning Department is tasked to continuously seek funding opportunities from local, state, federal, and private foundations as well as partnerships with other agencies to collaborate, broaden our programs and resource base. and leverage the cost of carrying out and sustaining programs. Oftentimes, our partners have additional resources they can provide to the program to enhance existing efforts. Furthermore, fundraising activities to increase additional unrestricted resources are also held that include an annual golf tournament to provide additional youth services, an annual 5K run to provide scholarships to MSFW and low-income students, and an internal "caring and sharing" donation program to provide emergency assistance to those who do not qualify for services. Through these activities, we continue to seek the resources necessary to sustain programs. We are also constantly working on improving processes for efficiency and reviewing budgets to ensure efficient spending.

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)

Proteus, Inc. employs a strong outreach and marketing program to communicate our activities and results to the communities we serve. Through our nine service center office locations, we provide information to hundreds of MSFWs and low-income individuals that walk through our doors on a monthly basis. Public presentations throughout rural communities at locations such as labor camps, public housing, churches, job fairs, flea markets, shopping areas, special community events and street fairs are utilized. Proteus staff members also appear on Spanish language television such as "Arriba Valle Central" on Univision and radio community affair programs such as "Radio Campesina" and "Radio Bilingue." In addition, Proteus' marketing staff writes press releases for inclusion in newspapers, newsletters, social media, and our newly

updated website. Flyers and brochures are also provided to collaborative agencies for distribution of our marketing materials. In many cases, our service locations are co-located in several AJCC sites, allowing us to further reach our target population through our partners. Finally, unique to our outreach approach is the ability to reach many smaller rural communities through our Mobile Employment Centers that are utilized as a means of providing information that promote awareness of valuable resources. In regards to volunteer hours, all board of director meetings, subcommitee meetings, and intern hours are documented and are then reported using attendance sheets. For interns, hours are tracked and recorded utilizing the school provided templates as well as under the direction of their school.

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))

The overall goals of our youth programs are to minimize the dropout rates in school and reduce the attachment to gangs and the gang lifestyle through engagement in alternative activities. We continue to support after school programs that offer mentoring, leadership development, tutoring, alternative activities to gangs, awareness of the attachment of drug and alcohol to mental illness, and other programs that incorporate teamwork, remaining active, and building relationships with others outside of a youth's normal circle. These programs include: Tulare County Health and Human Services Agency London Substance Abuse Prevention Program, In-School and Out-of-School WIOA Youth Title I-B programs and Tulare County STEP-UP Employer Based Skills Training model that allows youth to gain first-hand work experience while promoting accountability, leadership, self-esteem and overall personal development. In addition, Proteus, Inc. operates a youth component to the Department of Labor's WIOA National Farmworker Jobs Program (NFJP). Through these services, eligible youth who are farmworkers or dependents of farmworkers are assisted with employment and training services.

Our investment in youth programs includes the operation of the Diane Hodges Community Center in London, a rural community in Tulare County. This center serves as a place of safety and community where children of all ages can feel safe as they engage in activities that are educational, recreational, and incorporate their families, thus building a sense of community. Proteus, Inc. partners and works closely with schools districts throughout the service area to connect youth to resources when they are not in school providing them with mentoring, life skills, leadership development and job training opportunities. Recently, we applied and were awarded funding for a program created by the name of Successful Readers Book Club in the community of London in which youth from K-3rd grade work to increase literacy and school readiness while older youth mentors (ages 12-18) work to develop their leadership skills.

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))

Proteus, Inc. has been providing education, employment and training programs through a succession of federal, state and local programs for over 52 years. Employment and training services offered include, but

are not limited to the Department of Labor's WIOA 167 National Farmworker Jobs Program (NFJP), WIOA Low-Income Adult and Dislocated Worker, Title I-B In and Out of School Youth, Welfare to Work, and Dislocated Agricultural Worker program. Proteus, Inc. is a member of California Workforce Association (CWA) and farmworker associations such as La Cooperativa Campesina de California, Association of Farmworker Opportunity Programs (AFOP), and Midwest Association of Farmworker Organizations (MAFO). We are accredited through the Western Association of Schools and Colleges (WASC), the Council on Occupational Education (COE), and approved by the Bureau for Private Postsecondary Education (BPPE). Through our programs and trainings, we are able to offer customers work experience, on-the-job training, job shadowing, occupational skills training, and other direct job placement opportunities.

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

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

Proteus, Inc. allocates a discretionary budget and leverages funding from various programs in order to assist participants with emergency needs. Programs leveraged in addition to CSBG include the Department of Labor's National Farmworker Jobs Program (NFJP), La Cooperativa Campesina de California Title I Dislocated Agricultural Worker program, United Way of Tulare and Kings County Federal Emergency Management Agency (FEMA) Emergency Food & Shelter Program (EFSP), and La Cooperativa Campesina de California WIOA 167 Temporary Housing Assistance Program. These emergency supportive services can include rent, food, temporary housing, medical, work required clothing, fingerprinting fees, drug testing, transportation, utility assistance, work tools, childcare and allowance stipends. Proteus, Inc. also maintains a strong relationship with local community agencies such as United Way, FoodLink, Salvation Army, Catholic Charities, and many others that provide low-income individuals with nutritious foods to counteract conditions of starvation and malnutrition. In addition, we continue to support the Summer Lunch program under the Summer Food Service Program (SFSP) in the unincorporated community of London, providing free, nutritious meals and snacks for children that are out of school for at least 15 continuous schools days. The SFSP helps children get the nutrition they need to learn, play, and grow during the days they are unlikely to access food. Furthermore, Proteus, Inc. utilizes our Diane P. Hodges Community Center, in the community of London for monthly food giveaways provided by FoodLink. For individuals who are not eligible for any of Proteus, Inc.'s current programs addressing emergency needs, participants are referred to other partner agencies in the community for services such as Community

Action Agencies, Health and Human Services Agencies, Department of Social Services, Employment Development Department, local Family Resource Centers, and others as applicable.

11. Describe how your agency 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))

Proteus, Inc. provides comprehensive education, employment, training, and energy savings assistance programs (ESAP) services and coordinates services we may not offer with various anti-poverty programs throughout our service area. Proteus, Inc. makes use of its existing network of service providers that includes community action agencies, community and faith based organizations, training and employment providers, Employment Development Departments, social services, and other service groups. In our service centers, staff members refer families and individuals to partner agencies and internal Proteus, Inc. administered services for additional crisis assistance. These anti-poverty programs include Energy Savings Assistance Programs (Solar, Weatherization, CARE, etc.), TANF, SNAP, Early Childhood Education, Housing, Medi-Cal, LIHEAP utility assistance, and other local service providers that link participants to safety net services and cost-saving programs services in order to assist them with stretching their income. In many cases, Proteus, Inc. offers some of these anti-poverty programs internally such as early childhood education via our Parlier Migrant and Mariposa Meadows Child Care Centers and Housing Assistance through supportive services funded by CSBG, FEMA Emergency Food & Shelter Program, MSFW Temporary Housing Assistance Program, and other emergency supportive service programs when available. For programs not offered internally, Proteus, Inc. provides these services indirectly through referrals as well as partnerships with local Community Action Agencies through formalized Memorandum of Understandings such as the use of our Mobile Employment Centers (MEC) and Service Centers locations to provide Earned Income Tax Credit (EITC) services throughout disadvantaged rural communities.

In regards to programs offered under Title XXVI Low-Income Home Energy Assistance, Proteus, Inc. offers many of these services via our Energy Division. Proteus, Inc.'s Energy Division has been providing services such as home weatherization, appliance replacements and improvements to low-income communities throughout our service area since 1985. Since then, Proteus, Inc.'s Energy Division has drastically expanded its programs, acquiring new programs that provide electrical and gas energy education and installations to numerous cities and towns throughout our five (5) county service area that include Fresno, Tulare, Kings, Kern, and Northeastern Los Angeles (Lancaster) Counties. Currently, Proteus, Inc. is a licensed contractor through Southern California Edison, Southern California Gas, Pacific Gas & Electric companies, Richard Heath & Associates (RHA), as well as through Community Action Agencies such as Community Services Employment & Training (CSET). Proteus, Inc. is subcontracted to provide Energy Savings Assistance Program (ESAP) services through programs funded via Low-Income Home Energy Assistance Program (LIHEAP), Low-Income Weatherization Program (LIWP), and Department of Energy Weatherization Assistance Program (DOE WAP). Proteus, Inc. continues to provide energy outreach, education, assessment, and enrollment, home weatherization, HVAC repair and replacement, energy efficient appliance repair and replacement, and California Alternative Rates for Energy (CARE) application assistance and enrollment, and overall Energy Savings Assistance Program services.

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))

Proteus, Inc. supports the goal of strengthening families through effective parenting. In order to do so, we continue to work with agencies such as Parenting Network, Inc. a local family resource center agency that provides services to disadvantaged families. We refer to their parenting classes where individuals are taught through the evidenced-based curriculum, Safe Care and Parenting Wisely. Parenting Network also offers group setting parent support, project fatherhood support classes and one-on-one home visits. We also refer to other community and neighborhood-based initiatives to achieve this goal. In addition, we allocate funds for our child-care programs through Parlier Migrant and Mariposa Meadows Child Care Center. These services provide positive, educational activities for the children and simultaneously provide parents the structure necessary to balance their work and parenting duties. Proteus, Inc. also allocates resources to promote positive parenting strategies through the Diane Hodges Community Youth Center in London and in Fresno, we operate a Foster Family Agency where we work with foster youth and foster parents. We provide parenting classes and training to foster parents teaching parents strategies on how to strengthen their relationship with their foster children, effective discipline techniques, and setting boundaries. In addition, Proteus, Inc. operates a Jobs2000 or J2K program funded by the Fresno County Department of Social Services. Through this employment and training program that consists of four (4) week workshops, Proteus, Inc. covers topics such as money management and banking, nutrition, parenting and family wellness, tenant/landlord rights, domestic abuse, anger management, substance abuse, and HIV/AIDS. Furthermore, Proteus, Inc. provides adult basic and secondary education, ESL, and EL Civics classes while at the same time providing children rooms where children have access to educational activities while their parents attend class. These adult education classes are provided with the intent that parents, many times who are monolingual, learn English and further their education to be actively involved in their children's educational activities as well as provide them with support throughout their educational development.

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.

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

Division Director, Program Development Associate or the monitoring unit. Continued multiple year programs will be monitored at a minimum every 2 years and are also subject to monitoring upon the request of Executive Director and/or Chief Executive Director.

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)

Proteus, Inc. currently does not utilize subcontractors as part of our CSBG provided services and funding. In the past when subcontracting to other service providers, monitoring included both onsite and desk reviews via weekly phone calls, emails, monthly partner meetings, file reviews, site visits, and the request of written reports and financial updates. For non-CSBG related programs such as our Energy Division that provides Energy Savings Assistance services via funding from utility companies, community action agencies, as well as other private energy related funding sources, Proteus does utilize subcontractors for services such as pool pump and solar installation services. As part of these subcontracts, Proteus, Inc. utilizes both onsite and desk reviews such as reviewing customer files or documentation, conducting random inspections to ensure that all installations have been completed correctly, performing quarterly ride-alongs, and holding quarterly meetings to discuss their performance and collaborate on developing best practices and areas of improvement. All monitoring activities are completed according to the *Energy Savings Assistance Program California Installation Standards Manual (IS Manual)* in order to ensure that customers of homes where energy efficiency measures have been completed receive efficient and timely service. In addition, Proteus, Inc. subcontracts Energy Efficiency and Renewable Energy consultants that are monitored via weekly phone calls, written reports, and in-person meetings. All Proteus, Inc. subcontracts are reviewed and approved by the board of directors and Proteus' leadership team.

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))

As a nonprofit organization, Proteus strictly complies with the Office of Management and Budget (OMB) Circulars A-133, "Grants and Agreements with Institutions of Higher Education, Hospitals and Other Nonprofit organizations-Uniform Administrative Requirements, A-110 and A-122." The organization strictly follows program and fiscal guidelines of federal, state and local funding sources in implementing grant programs.

Proteus maintains its financial records on a modified accrual basis using Accufund. Proteus' accounts are organized on the basis of funds and account groups, each of which is considered a separate cost center. Each fund is accounted for with a set of self-balancing accounts that are composed of assets, liabilities, fund equity, revenue, and expenditures. Our last audit was conducted for the period of July 1, 2016 through June 30, 2017. A CPA firm that specializes in nonprofit, conducts our annual audit, as required by Federal regulations, and supplies the annual audit to each grantor. Internal fiscal control compliance is part of the audit review. The audit complies with all requirements of the Single Audit Act of 1984 and the provisions of OMB Circular A-133. All official audits show our fiscal tracking is of the highest accuracy and integrity. The Finance Department is under the supervision of the Corporate Financial Officer who has over 27 years of experience within the fiscal operations of the corporation. This department consists of three areas (fiscal, budget and purchasing) with a total of 18 staff. The Corporate Financial Director prepares monthly financial statements reviewed by the Finance Committee of the Board of Directors which are then presented and reviewed to the full board. These reports include a "Corporate Balance Sheet," "Revenue and Expense Statement" and a "Cash Flow Statement."

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)

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

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

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

2. 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)

An update on the status and strategies of our community action plan is provided to the board each year through subcommittee meetings. This information is then shared by the subcommittee chair with the full board of directors during regular scheduled meetings. These updates are documented in the board

minutes reflecting the summary of our community action plan, the results of our community needs assessment, as well as an update on the activities implemented to address them. In addition, Board members also are invited to provide their feedback by completing the community survey as well as participating in community forums, interviews, public hearings, and comment period as part of our community needs assessment and community action plan.   The Executive Director meets with board members individually to discuss the CAP and its updates. Board members are also updated in regards to the progress throughout the community action plan process and have the opportunity to review the completed community action plan as well as for their approval.   Board training is also provided to members so that they have a better understanding of the CAP.

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))

One example of a change recently made was the addition of Proteus' Marketing and Communications Department. The department was created based on employee survey ideas, board recommendation and community input identifying that Proteus needed to do a better job of telling the organization's story and marketing its services. Since the department's creation, staff in the department have been focusing on updating all Proteus marketing materials as well as branding for the organization. Staff in the department have also focused on creating an up-to-date website. The new webpage provides partners and community members a user friendly overview of the numerous and varied services that Proteus offers. The new Marketing Department has also increased the organization's presence on social media through Facebook live feeds and call-to-actions and have focused on creating customer-focused videos to highlight Proteus' mission of helping others. In addition, the Marketing Department works with a corporate wide marketing committee that meets quarterly and focuses on hearing different divisions' marketing needs and strategizing to meet them.

Another example of recent changes made by the organization based on an in-depth analysis occurred in the agency's William Maguy School of Education (WMSE) and Foster Family Agency through our accreditation reviews. William M. Maguy School of Education, A Division of Proteus, Inc., implemented a number of substantive changes for improvement and to meet the Council on Occupational Education's (COE) rigorous standards in ensuring that students receive and put into practice the best education possible. These changes enhance the institution's main mission of providing career and technical trainings that will lead students to a better quality of life by obtaining employment opportunities to become self-sufficient. In examining data, staff made changes to the school's processes to improve trainings and create positive effects for students and their families. These changes included revisions to student evaluations, follow-up, and orientation as well as the creation of an occupational advisory committee. For our Foster Family Agency, Proteus, Inc. utilized data collected from our self-study to make changes that would benefit foster family children and parents such as age-specific orientations, improved assessment processes in regards to their needs, trainings for foster parents, and creating systems to support families throughout the process. Through these changes, Proteus is able to better match children with their potential families, make the transition into foster homes easier than before, as well as lead to more successful placements. Furthermore, by reviewing recruitment numbers and recruitment strategy data, Proteus FFA has updated its outreach and marketing strategy to include utilizing social media and focusing on recruitment in Tulare County.   We have already seen results from these new outreach strategies.

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 grands 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."*

Appendices (Optional)

All appendices should be labeled as an appendix (i.e., Appendix A: Community Survey Results) and submitted with the CAP.