

# **2018-2019 Community Action Plan**

**California Department of  
Community Services and Development**

**Community Services Block Grant**



## PURPOSE

The Community Action Plan (CAP) serves as a two (2) year roadmap demonstrating how Community Services Block Grant (CSBG) eligible entities 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 adhere to the following federal and state laws:

### **COMPLIANCE WITH FEDERAL LAW**

To comply with the Community Services Block Grant (CSBG) Act, [Public Law 105-285](#), Section 676b (11) eligible entities must complete a Community Action Plan (CAP), as a condition to receive funding through a Community Services Block Grant. Federal law mandates the eligible entities to include a community-needs assessment in the CAP for the community served.

### **COMPLIANCE WITH STATE LAW**

To comply with [California Government Code 12747](#) pertaining to the Community Services Block Grant Program, Community Action Plans are to be developed using processes that assess poverty-related needs, available resources, feasible goals and strategies, and that yield program priorities consistent with standards of effectiveness established for the CSBG program. The CAP should identify eligible activities to be funded in the program service areas and the needs that each activity is designed to meet. Additionally, CAPs should provide for the contingency of reduced federal funding.

### **COMPLIANCE WITH CSBG ORGANIZATIONAL STANDARDS**

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138 dated January 26, 2015](#), CSBG eligible entities will comply with implementation of the Organizational Standards. Compliance with Organizational Standards will be reported to OCS on an annual basis via the CSBG Annual report. In the section below, CSD has identified the Organizational Standards that provide guidance for the development of a comprehensive community needs assessment. CAP responses should reflect compliance with the Organizational Standards and demonstrate a thorough understanding of the Organizational Standards throughout the development of a comprehensive community needs assessment.

## **CONSUMER INPUT AND INVOLVEMENT**

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

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

## **COMMUNITY ENGAGEMENT**

**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. This sector would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

## **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:** 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:** 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.

**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.

## **STRATEGIC PLANNING**

**Private Agency Standard 6.4:** Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.

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

## **STATE PLAN AND APPLICATION REQUIREMENTS**

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 eligible entities is included in CSDs biennial State Plan and Application.

**COMMUNITY SERVICES BLOCK GRANT  
2018/2019 PROGRAM YEAR COMMUNITY ACTION PLAN  
COVER PAGE AND CERTIFICATION**

TO: Department of Community Services and Development  
Attention: Field Operations Unit  
2389 Gateway Oaks Drive #100  
Sacramento, CA 95833

FROM: City of Los Angeles – Housing + Community Investment Department

**Agency Contact Person Regarding Community Action Plan**

Name: Abigail R. Marquez  
Title: Assistant General Manager  
Phone: (213) 808-8462 Ext: \_\_\_\_\_  
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**CERTIFICATION OF COMMUNITY ACTION PLAN AND ASSURANCES**

The undersigned hereby certifies that this agency complies with the Assurances and Requirements of this 2018/2019 Community Action Plan and the information in this CAP is correct and has been authorized by the governing body of this organization.

\_\_\_\_\_  
Board Chairperson

\_\_\_\_\_  
Date

\_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Date

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## 2018 - 2019 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, 2017**:

- Cover Page and Certification**
- Table of Contents**
- Vision Statement**
- Mission Statement**
- Comprehensive Community Needs Assessment**
- Documentation of Public Hearing(s)**
- Federal Assurances**
- State Assurances**
- Individual and Community Eligibility Requirements**
- Monitoring and Evaluation**
- Data Collection**
- Appendices (Optional)**

## VISION STATEMENT

Provide your agency's Vision Statement which describes your agency's values. The vision is broader than any one agency can achieve; the agency collaborates with others in pursuit of this vision.

In partnership with local leaders, the Community Action Board (CAB) strives to increase the resiliency of community residents and build their self-sufficiency.

## MISSION STATEMENT

The Mission Statement describes the agency's reason for existence and may state its role in achieving its vision.

Organizational Standard 4.1 references the Mission Statement for private and public entities:

### Private Entities

The governing board has reviewed the organization's mission statement within the past 5 years and assured that:

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

### Public Entities

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

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

Provide your agency's Mission Statement

### Mission Statement (Insert Statement)

The Community Action Board provides leadership and strategic direction to implement policies that increase access to opportunities for under-resourced and vulnerable residents in the City of Los Angeles.

## COMPREHENSIVE COMMUNITY NEEDS ASSESSMENT

Public law 105-285 requires the state to secure from each eligible entity, as a condition to receive funding, a CAP which includes a community-needs assessment for the community served. Additionally, state law requires each CSBG eligible entity 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)*).

The Community Needs Assessment 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 Community Needs Assessment should be comprehensive and serve as the basis for the agency's goals, and program delivery strategies. The Community Needs Assessment 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.

As a part of the Community Needs Assessment 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 data dashboard including instructions and a data dictionary. The link gives agencies access to data for every county in the state. The dashboard can be accessed by clicking on the link or copying and pasting the link in your browser.

[https://public.tableau.com/views/Cap\\_Assessment/CAPData?:embed=y&:display\\_count=yes](https://public.tableau.com/views/Cap_Assessment/CAPData?:embed=y&:display_count=yes)

This data can be used as a starting point for developing your needs assessment. It is derived from data sources that align to the federal assurances required for the Community Services Block Grant. Each respondent is responsible for providing information regarding the needs around each federal assurance to indicate whether the agency or some other entity is providing the services.

By clicking on the State and County level Data page, the user will have access to quantitative poverty data. Analysis of the data collected is critical and must include not only the summarization of findings, but the identification, measurement and reporting of improvements and changes in the community both in the conditions and resources to assist low-income consumers on their journey towards self-sufficiency.

In the space below, provide a narrative description of the causes and conditions of poverty affecting the community in your service area such as: child care, community housing, crime, educational achievement, employment/unemployment, income management, healthcare,

homelessness, nutrition, and other factors not listed. In particular, describe how the agency ensures that the Community Needs Assessment reflects the current priorities of the low-income population in the service area, beyond the legal requirement for a local public hearing of the CAP.

Agencies should describe the methods and strategies used to collect the information and should utilize a combination of activities and tools such as: focus groups, surveys; community dialogue, asset mapping, interviews, and public records.

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

## **Comprehensive Community Needs Assessment (Insert Narrative)**

### **CAUSES AND CONDITIONS OF POVERTY**

In the City of Los Angeles, the inequitable distribution of poor health outcomes is concentrated in low-income communities that have higher rates of vulnerable populations such as children, seniors, immigrants, people with disabilities, linguistically isolated households, and communities of color.

The City Planning Department has identified a few of the most impactful conditions that exist in Los Angeles communities with concentrated poverty which must be addressed in order to successfully move low-income residents to self-sufficiency.

#### **Education Learning and Workforce Preparedness**

A strong educational foundation gives people the skills they need to find good jobs, which in turn influence the lifestyle choices they make and the resources they have to make healthy decisions. Given the important connection between good jobs and health outcomes, underserved communities with high levels of unemployment, minimal career-ladder opportunities, and low educational attainment require targeted attention to incentivize economic development.

#### *Disparity in Educational Attainment (West LA vs East and South LA)*

Over 90 percent of residents in west Los Angeles communities have high school diplomas, compared to less than 50 percent in communities such as Boyle Heights and Southeast Los Angeles.<sup>x</sup> Only 4 percent of South Los Angeles residents have a college degree, in contrast to over 70 percent of residents in Brentwood-Pacific Palisades.<sup>xi</sup>

These trends are underscored by the clusters of underperforming public schools in the City's low-income neighborhoods, imperiling the promise that education will be the gateway to a better life.

#### **Access to Basic Needs**

Food security is a key measure of families' food resilience. All parents want to provide adequate, nourishing meals for their children, yet economic pressures and persistent poverty cause too many Angelenos to struggle to put good food on the table. Food insecurity and hunger can have significant physical and mental health impacts. Many residents cannot afford to purchase healthy food on a regular basis for themselves or their children, and many rely on food assistance programs such as CalFresh or WIC (Supplemental Food Program for Women, Infants and Children) to meet their family's daily needs.

#### **Health and Safety**

For many people, particularly for those with limited financial resources, a healthy lifestyle is not simply a matter of choice, but is fundamentally a matter of access and opportunity. Access to health promoting goods and services, which include affordable, comprehensive medical services including mental health, recreation, and childcare

Often the poorest communities are not safe and just neighborhoods - free of violence, where residents feel safe pursuing healthy activities, and where every resident has access to economic and educational opportunities that help support public safety in all neighborhoods.

#### **Housing Affordability**

Access to safe, affordable, accessible, and healthy housing is beyond the reach of many in the City's low-income communities. Housing affordability is a serious issue throughout Los Angeles, as rising

housing costs force households to spend more of their financial resources, limiting their opportunities to purchase healthy food, access transportation, and engage in preventative care, which particularly affects low-income. The real and perceived threat of displacement and gentrification cause stress for families and can move them away from key resources and social networks, which is a particular concern in areas undergoing rapid change due to new transit infrastructure and catalytic development.

#### *Other Important Considerations*

#### **Undocumented and Immigrant Community Needs**

Los Angeles has a large immigrant population, many of whom are undocumented and/or reside in some of the City's highest poverty neighborhoods. These communities face unique challenges:

- *Language* – residents have limited English proficiency. For school-age children, this affects their performance in school and test scores. Parents with limited English skills are less involved in their child's education.
- *Legal Status* – many of the City's low income communities are home to undocumented immigrants. Because of their legal status, workers have difficulty obtaining and keeping employment. Many don't have access to the educational and workforce supports due to their legal status. In and of itself, the large number of undocumented immigrants needing services is an issue as agencies struggle to assist residents within limited program restrictions.
- *Emphasis on vocation* – Among some immigrants, and especially because of limited social supports available, families may place stronger emphasis on wage work than on continued education. This reduces the chances of youth pursuing college education.

#### **METHODS AND STRATEGIES USED TO COLLECT INFORMATION**

HCIDLA regularly collects information about issues and conditions impacting poverty within the City.

HCIDLA consults with a wide range of public and private entities that provide educational, social, housing, health services, employment and legal services. Agencies consulted include city agencies such as the City's Economic and Workforce Development Department (EWDD), the Los Angeles Homeless Services Authority (LAHSA), and the Los Angeles Unified School District (LAUSD). Philanthropic organizations such as Enterprise Community Partners and the California Community Foundation have been consulted for their experience providing services in LA's low-income communities.

HCIDLA is also convenes a FamilySource System (FSS) non-profit contractors monthly roundtable to discuss programmatic issues as well as identify significant challenges affecting people living in low-income neighborhoods. Data and studies from national research institutes as well as the LAUSD and the City Planning Department also informed this document.

Finally, HCIDLA listens to its customers. The views from those persons who live in the communities we serve are essential. HCIDLA engaged California State University, Northridge to annually conduct both a customer satisfaction and program impact study for the FamilySource System.

The City conducted a Community Action Needs Assessment Survey with input from over 500 residents. Lessons learned from such internal and external research, our partners and colleagues and especially our clients fuel the anti-poverty strategies employed by the FamilySource system. The knowledge acquired from these sources not only informs this Community Needs Assessment but also guides the CAA leaders in program decision making throughout the year.

Over the past several months the City has been in the process of evaluating and refining its approach to moving persons from poverty to self-sufficiency. Information gathered through the needs assessment and citizen and consultation input, has framed the City's efforts to develop more strategic directions that will guide the FSS. The result is the redesigned FamilySource Center and System which have begun implementation in 2016. The improved service delivery system is more responsive to the needs of, and situations that, persons living in poverty encounter today.

To advance the FSS mission, HCIDLA entered into a partnership with LAUSD in 2014 to offer a comprehensive level of educational services to FSS youth and families. This partnership co-located LAUSD Pupil Services and Attendance (PSA) Counselors at 13 FSCs to provide: 1) direct access to student records to accurately track academic achievement, 2) clinical case management for parents and families, and 3) parent engagement and education services to ensure youth academic success. These services were funded jointly by the LAUSD and the City.

The HCIDLA and LAUSD have developed an unprecedented partnership to bring together the second largest school district in the nation and the City to create the FamilySource Partnership Program (partnership). The partnership shares responsibility in addressing barriers to student learning in low-income communities by locating PSA counselors within FSCs.

Since 2014, over 6,280 students and 3,450 families have been served by the partnership of FSCs and PSA counselors. PSA counselors have provided over 340 parent workshops on various topics, such as the importance of school attendance, high school graduation requirements, mental health, drug awareness and how to navigate school resources. This partnership additionally has allowed the Los Angeles School Police Department to implement a groundbreaking Arrest Diversion program, wherein students who commit minor law violations are given the opportunity to meet with a FSC PSA counselor to receive support services rather than being sent to juvenile court and probation. Through this Arrest Diversion program, close to 400 youth have been diverted away from the juvenile justice system.

In Program Year 2016-17, the program received funding at a level where only 13 of the 16 FamilySource Centers were able to have a permanently assigned co-located Pupil Services and Attendance Counselor. However, in those areas where a Counselor is currently assigned there has been a tremendous positive impact on participant school attendance and academic improvement. To achieve these results system-wide, funding must be increased to \$1.3 million (currently HCIDLA receives \$1 million from the General Fund for this activity) to ensure that all targeted areas have an assigned counselor and the opportunity to receive the same level of service as the other areas. The additional funding will support and expand our City's FSS partnership with LAUSD.

Consistent with the Malcolm Baldrige performance criteria under which the FSS has operated, HCIDLA continues with a place-based model refined to better respond to the evolving needs of City residents. The FSS model has a refined focus on the "financial empowerment" of adult and "educational attainment" for adults and youth. The two primary outcomes are:

1. Increase the education attainment of youth and adults.
2. Improve the financial capability of low-income residents

Further, the refined model expands partnerships, including addressing increased demand for services on the part of those who may qualify for temporary residency and the right to work through the President's proposed Deferred Action for Parents of Americans (DAPA) and extension of the Deferred Action for Childhood Arrivals (DACA) programs and leverage resources to improve consistency in service delivery. The HCIDLA anticipates these refinements will better serve the program customers while maximizing diminishing resources.

Key elements of the new service delivery system are:

- 1) Adults Focus - Financial Empowerment with an emphasis on asset building and resource development
  - Financial Coaching
  - Financial Literacy
  - Income Tax (VITA) Preparation with emphasis on EITC and Child Tax Credit
  - Individual Development Accounts
- 2) Youth Focus- Academic Achievement, HS Graduation and College Preparation
  - Math –especially Algebra for middle school students
  - Computer Skills
  - Arts
  - College Corner
  - Mentoring
- 3) Targeted activities that develop the skills, behaviors and resources needed to sustain positive outcomes (such as employment and post-secondary school completion)
  - Employment and Training
  - Adult Basic Education including ESL
  - Computer Literacy
  - California ID/Drivers License
  - DACA/DAPA information and access
- 4) Intensive Case-management and Counseling
  - Educational and Pyscho-Social Assessment
  - Mental Health Counseling
  - Parenting Skills
  - Student (Youth) and Employment (Adult) Retention & Follow-Up
- 5) Increased time in program
  - Up to 5 years
  - Cohorts group/annual carry over cycle
- 6) Program Evaluation and Data Collection
- 7) Continued Place-Based center location

In addition, the City of Los Angeles is different than other major urban areas in that the City government does not administer mental and physical health services, public education or most social services. The County of Los Angeles and the Los Angeles Unified School District (LAUSD) are the entities responsible for these services. Therefore, within the City, administration of programs for specific populations or activities has been delegated to the Departments of Economic and Workforce Development, Aging, Transportation, and HCIDLA; and to the joint City-County Los Angeles Homeless Services Authority (LAHSA). One of the key responsibilities of the CSBG funded FamilySource System is to establish strong linkages to and between these other organizations and their services.

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DRAFT

Community Needs				
Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Your Agency	Coordination Efforts	Page
Job Creation and Training	Yes	Job Training Programs Job Placement Assistance English as a Second Language (ESL) Classes Computer Literacy Classes Adult Basic Education Preparation	LAUSD LA Community College District (LACCD) WIAOA – WorkSource WIAOA - YouthSource	
Parent and Children Services	Yes	Parenting Classes Tutoring for youth (6-17 years) Mentoring for youth (6-17 years) Childcare Referrals College and Career Preparation Academic/Career Counseling	LAUSD Los Angeles Chamber of Commerce CBOs LA County	
Multiple Benefit Services	Yes	Discount on Utilities Low-cost Auto Insurance Affordable Healthcare Information or Referral Domestic Violence Counseling and Shelter Affordable Housing Options Assistance Applying for CalFresh and other Public Assistance	LIHEAP CBOs LAHSA LA County Public Services LA County of Mental Health California Department of Insurance HCIDLA – DVSO	
Financial Empowerment and Educational Services	Yes	Financial Literacy Financial Coaching Free Tax Preparation Services Assist Opening a Checking or Savings Account	LAUSD LACCD IRS Banks/Financial Institutions	

Legal Services	Yes	Immigration Housing-Related Matters Acquisition of Documentation Required for Work (CA ID, SSA)	Mayor's Office of Immigrant Affairs CBOs	
Civic Engagement	Yes	Citizenship & Civics Classes Neighborhood & Community Participation	LACCD	
Domestic Violence Shelter Operations	Yes	Emergency Temporary Shelter Emergency Protection from Violence Emergency Legal Assistance Emergency Clothing	CBOs Los Angeles Police Department	

**Instructions:**

**Top Needs:** list the top needs from your most recent Needs Assessment

**Agency Priority:** Enter a Yes or No in the box to indicate if the need will be addressed directly or indirectly. If the need will not be met please provide explanation in narrative section below.

**Description of programs/services/activities:** Briefly describe the program, service or activity that your entity will directly provide.

**Coordination:** If your agency will address the need through coordination, describe what organizations and/or coalitions you will work with to meet the need, including the roles of each party.

**Page:** Please include the location where this information can be found.

**Insert Narrative (Explain why need will not be met.)**

## DOCUMENTATION OF PUBLIC HEARING(S)

[California Government Code 12747\(b\)-\(d\)](#) requires all eligible entities to conduct a public hearing in conjunction with their CAP. In pursuant with this Article, agencies are to identify all testimony presented by the low-income and identify whether or not the concerns expressed by that testimony are addressed in the CAP.

Provide a narrative description of the agency’s public hearing process and methods used to invite the local community to the public hearing(s), and the methods used to gather the information about the low-income community’s needs. Examples include: Surveys, public forums, and secondary data collection.

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

**Public Hearing Process (Insert Narrative)**

Below is an example of a diagram that can be used to capture and identify testimony of the low income.

Comment/Concern	Was the concern addressed in the CAP?	If so, indicate the page #	If not, indicate the reason
Job training needs	Yes	32	N/A
Transportation needs in ABC, CA	No	N/A	Due to limited funding, agency meets 50% of the transportation needs in ABC, CA.

### Attachments

- Provide a copy of each public hearing notice published in the media.
- Provide a summary of all testimony presented by the low-income population:

## FEDERAL ASSURANCES

Public Law 105-285 establishes programmatic assurances for the State and eligible entities as a condition of receiving CSBG funds. Provide a detailed narrative describing the activities your agency will conduct that will enable low-income families and individuals to achieve the programmatic purposes listed below. [\(Federal Assurances can be found on Public Law pages 2736-2739\)](#)

### 1. Programmatic Purposes

(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);

FamilySource Centers provide universal access services to poverty level, very-low income, and low-income residents. Universal access services are identified as emergency or short-term services for those customers who do not require or who are unable to participate in intensive services. Such services may include information and referral, multi-benefit screening, or access to a community resource room.

As described earlier in this document, in 2016 the HCIDLA implemented an improved FamilySource Center System that deploys strategic efforts/resources designed to more effectively move youth and families out of poverty. Revised goals are:

1. For Adults - Financial empowerment with an emphasis on asset building, and
2. For Youth –academic achievement focused on Student Retention with an emphasis on preparation for post-secondary education.

In 2018, FamilySource contractors plan to partner with Los Angeles homeless Service Authority to coordinate services to people who are at risk of becoming homeless or people who are homeless and/or disabled since either will automatically eligible for the FSC program.

(ii) secure and retain meaningful employment;

FamilySource contractors are required to partner with WIOA-funded City WorkSource Centers, Youth WorkSource and/or other job training/job placement providers to ensure clients obtain and/or 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;

The primary youth goal of the FamilySource program is to increase the academic achievement of low-income students, as well as improve the comprehension skills of low-income adults.

In 2014, the LAUSD Pupil Service and Attendance Counselor (PSAC) component, was successfully implemented in 13 FamilySource Centers. The LAUSD PSACs bring uniformity in counseling practice within the FSC delivery system. Also, the counselors serve as a conduit between the schools and the FSC low-income communities. They provide beneficial information and access to LAUSD's large administration and vast array of educational services.

In 2016, additional strategic focus for youth will be on student retention with an emphasis on counseling and academic preparation for post-secondary education. For Adults, literacy focus includes ESL and Adult Basic Education with emphasis on preparation for post-secondary education job training or employment.

Core services provided at FamilySource Centers which assist in achieving these outcomes will include intensive case management for both youth and adults, math and computer skills development, tutoring and mentoring, behavioral and mental health services. The outcome measures for increased academic achievement are improved reading and math. Additionally, FamilySource Centers are partners with the Los Angeles Unified School District and/or other educational institutions to provide adult education, such as ESL and ABE/GED preparation classes.

(iv) make better use of available income;

All FamilySource contractors are required to provide financial literacy classes that cover topics such as budgeting, understanding credit, and debt reduction. An example of a recommended financial literacy curriculum is the FDIC's Money Smart program.

In 2018, Adult goals will encompass financial empowerment for low income families with an emphasis on asset building. FamilySource contractors will additionally provide financial coaching for individuals and families. FSC will also utilize Consumer Financial Protection Bureau training, "Your Money, Your Goals."

Additionally, eligible and interested FamilySource clients are screened and referred to other City economic support initiatives such as Bank on LA, which facilitates access to mainstream banking institution.

Each FamilySource Center is a Volunteer Income Tax Assistance (VITA) site, which provides free tax preparation services and assist with filing for the Earned Income Tax Credit, if applicable. It is often through VITA services that FSC low-income clients realize extra income derived from EITC tax refunds. The additional income then leads clients to participate in further personal money management courses offered by the FSC.

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

Los Angeles is one of the least affordable housing markets in the nation. Through FamilySource Centers, clients can receive legal assistance to resolve illegal evictions and/or slum conditions. Additionally, clients can be referred to appropriate housing assistance programs such as Section 8 and foreclosure counseling.

Because the FamilySource Program is now located within the City's Housing +Community Investment Department (HCIDLA), FamilySource Centers have a stronger connection with the City's primary affordable housing programs. The HCIDLA Rent Stabilization Unit (which provides info/education on amount that rents may be increased), HCIDLA Fair Housing Unit (which deals with discrimination in housing) and HCIDLA Code Enforcement Unit (responsible for inspection of rental units for livability/suitability) resources to FSCs by conducting workshops at the FSCs where low-income resident (who are often renters) can easily obtain information on much needed [rental] housing matters.

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

FamilySource Centers are allowed to finance family emergencies through client supports, including rent payments and emergency childcare.

But because the County of Los Angeles is the local government entity charged with basic health and public service needs, many city residents' access emergency services directly from County. However, as the City's primary anti-poverty organization, the FamilySource Centers network providers regularly provide these other emergency services to its city participants:

- Linkages that connect city residents to related County agency for emergency services (i.e. social services, medical)
- Emergency food at FamilySource center locations
- Emergency fuel/utility payment assistance

Additionally, immediate assistance is often needed for people who are unsafe in their homes. The City's Domestic Violence Shelter Operations (DVSO) program provides such emergency services for victims of domestic violence and their families, including:

- Transportation services that remove persons from unsafe living situation and transport to a safe haven
- Emergency shelter where victims and their dependents may stay up to 60 days safe from violence
- Emergency clothing
- Individual and Family Crisis Counseling
- Emergency Legal Assistance, where needed to ensure protection their abusers

(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 intervention in urban areas, to develop methodologies for widespread replication; and;

While the FamilySource Center System does not have a formal relationship with law enforcement, such as the FSC/PSA collaboration with LAUSD, each FSC is empowered to develop relationships and engage in activities that will improve and enhance public safety, and develop strategies that improve relations with law enforcement in the communities they serve.

As a result of this effort, the community learned about additional resources. New partnerships were formed between law enforcement, community agencies, schools, clergy and gang interventionists. The City's Gang Reduction and Youth Development (GRYD) programs reinforced the status of the FSC as a neutral zone for gangs in the area so young people and families can come and participate in the services available to them. A concentrated effort was made to involve senior citizens in the safety effort. More senior citizens are coming to the FSC to participate in services such as food distributions, computer access, referral and fax services.

With increased community involvement in FSC services, more people are taking advantage of job search services, open computer lab and tutoring.

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

Please indicate the activities your agency sponsors to satisfy the Federal Assurance listed in #1 above (check all that apply):

- Disaster Preparedness and Relief
- Energy Support
- Job Training
- Asset Development Programs
- Educational Support
- Career Development
- Volunteer Coordination Efforts
- Food Resources
- Health Education
- Tax Preparation /Tax Credit Information
- Mentoring
- Parent Support
- Child Development Information
- Medical Service Access
- Home Visiting/Case management

- Childcare Services/Head Start
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

## 2. Needs of Youth

(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

Please select the types of programs your agency sponsors to address the needs of youth:

- Youth Mediation Programs
- Youth Mentoring Programs
- Tutoring
- Life Skills Training
- Youth Employment
- Entrepreneurship Programs for Youth
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

### Narrative Response:

The FamilySource Centers provide a wide range of youth development activities, such as tutoring, mentoring, youth leadership, college access, including civic engagement.

Tutoring - Required tutoring activities include one-on-one instruction and/or homework assistance for youth participants. Tutoring activities may also include writing activities, cognitive skill activities, and reading opportunities with the goal of increasing grade level advancement.

Mentoring - Mentoring is defined as a structured and trusting relationship that brings young people together with caring individuals who offer guidance, support and encouragement aimed at developing the competence and character of the mentee.

Examples of types of mentoring programs include, but are not limited to:

- Educational mentoring-aimed at improving academic performance and behavior.
- Career mentoring- focused on helping youth develop skills needed in a chosen occupational or career paths.
- Personal development mentoring- geared toward helping youth during times of personal or social stress and providing guidance for decision-making.

Youth Leadership -Contractors shall provide opportunities for youth participants to develop their leadership skills. Youth councils are common vehicles for providing leadership opportunities for youth. Other examples of activities that may fall under this service category are community and service learning projects, life skills training, and training in decision-making.

Civic engagement – are activities to increase knowledge of local issues and engage residents in service projects that would benefit the community.

All 16 of the City’s FamilySource Centers (FSCs) now have College Corners on-site. These College Corners are designated spaces that offer college resources and services to students and their families to help them with college readiness, admission, and completion. The College Corner provides current and accessible information on college requirements (college prep classes, A-G subject requirement, etc.), standardized examinations (SAT and ACT test), financial aid (FAFSA and CA Dream Act Application), and scholarships. Each FSC’s College Corner is also equipped with computers and materials for students and parents to research college requirements and apply for college admissions and financial aid. They may also be used to enroll in and complete college classes.

(ii) after-school childcare programs

FamilySource Centers provide quality afterschool activities to ensure that thousands of Los Angeles youth have structured activities while not in school. All 16 FamilySource Centers offer (out-of-school) youth services:

- Tutoring - one-on-one or in a group setting for all enrolled youth. In 2016 Special efforts for middle school students will focus on algebra.
- Transition to High School workshop- conducted in conjunction with the LAUSD staff, which may also be incorporated into a parenting workshop, the objective is to transition middle school youth to high-school.
- Summer Youth Employment – All FS Cs coordinate with the City’s WIOA YouthSource Center contractors to place youth ages 14-124 in a summer job. Additionally each FSC will employ [2] youth during the summer to work at their centers.
- Arts Education – FSCs will continue to offer curriculum based arts and cultural programs and instruction that encourage creativity, develop arts skills and foster success for youth beyond the normal school day.

Additionally, FamilySource Centers are at minimum open until 8:00 p.m. or later at least twice a week to assist working parents.

**3. Coordination of Other Programs**

(C)To make more effective use of, and to coordinate with, other programs (including State welfare reform efforts)

Please indicate the types of programs your agency coordinates services with:

- Local Workforce Investment Boards
- Social Service Departments

- CSBG MSFW Agency
- One-Stop Centers
- Child Care Centers
- Faith-Based Organizations
- Community Based Organizations
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

**Narrative Response:**

All FamilySource Centers coordinate client services with the County’s various social services agencies and programs through the *My Benefits Now* system which electronically links each County Department of Public Social Services to each FSC. Some FamilySource Centers may have a LA County agency (Dept of Public Social Services, Department of [Mental] Health, Probation Office) co-located at their center. The relationship brings much needed county services to the community. Thirteen of the FSCs have an LAUSD pupil services counselor onsite full-time to provide counseling and connect residents to school district student and parent services

**4. Emergency Food and Nutrition**

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.

The City of Los Angeles provides funding to community-based organizations for emergency food distribution and operates farmer's markets and community gardens throughout the City. Most FamilySource Centers provide food distribution in their community The City also works with the United Way of Greater Los Angeles in their efforts to allocate Federal Emergency Management Agency (FEMA) contracts for shelter and emergency food programs

**5. Employment and Training**

Describe how your agency will coordinate with, and establish linkages between, governmental and other social services programs to assure the effective delivery of services and avoid duplication; and describe coordination of employment and training activities as defined in section 3 of the Workforce Innovation and Opportunity Act [29 U.S.C. 3102]. .

Please indicate the types of entities your agency coordinates services with:

- Workforce Investment Boards
- Social Service Departments
- One-Stop Centers
- Child Care Centers
- Faith-Based Organizations
- Local Colleges
- Adult Education programs

- Job Training Organizations
- CSBG MSFW Agency
- CalWORKS
- Community Based Organizations
- Substance Abuse Treatment Providers
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)
- Other: [Click here to enter text.](#)

**Narrative Response:**

The City of Los Angeles coordinates the social service programs it funds with other such programs, both publicly and privately funded, in the City's service area to avoid duplicating social services. The FamilySource Program promotes coordination by requiring a consortium-based co-located service delivery design. Each FamilySource Center must be composed of at minimum five nonprofit organizations who work together to provide a comprehensive array of services. In addition, a contractual provision for increasing collaboration and cooperation in the City's agreements with its funded service providers requires that they document cooperative linkages which are used to assist program participants in reaching their greatest possible level of self-sufficiency.

Since 2009 all FamilySource contractors have worked with nearby WIOA funded City WorkSource, YouthSource Centers and/or other job training/job placement providers to ensure eligible clients were connected to job training and placement services.

The FamilySource Center will continue to strengthen these WIOA center relationships with a memorandum of understanding (MOU) which outlines the work related activities and supports for FSC and WIOA co-enrolled clients. We anticipate an increase in DACA/DAPA potential participants interested in both WIOA and FamilySource Center services.

**6. Low-Income Home Energy Assistance**

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 XXVI (relating to low-income home energy assistance) are conducted in the community.

The City assures that all agencies funded as part of the FamilySource program and Domestic Violence Shelter Operations program are made aware of emergency energy crisis intervention programs operating in the Los Angeles area under title XXVI, and pledges to further coordinate among the social service providers with the energy programs. The City has coordinated several meetings between providers of low-income home energy intervention programs and CSBG-supported anti-poverty programs and has established a referral procedure to ensure that antipoverty program clients can access energy assistance programs. Some FSCs have LiHEAP providers as co-located partners.

## 7. Faith-Based Organizations, Charitable Groups, and Community Organization Partnerships

Describe how your agency 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.

Please select the various organizations that your agency forms partnerships to serve low-income residents in your service area, check all that apply:

- Local school districts
- Social Service Departments
- State agencies
- Colleges
- Faith-Based Organizations
- Community Based Organizations
- Local Utility Companies
- Charitable Organizations
- Homeless Programs
- Participant in County Taskforce
- Local Food Banks
- Other: [WIOA Adult WorkSource Centers](#) and [WIAOA Youth WorkSource Centers](#)
- Other: [Gang Reducation and Youth Deelopment \(GRYD\)](#)
- Other: [Rent StablizationUnit, Fair Housing Unit, Rent StablizationUnit](#)

### Narrative Response:

The FamilySource System (FSC and DVSO programs) itself is a coordinated delivery system that provides effective community based services via a partnerships of more than fifty public and private non-profit providers that serve low-income families and communities throughout the city. At it's core, are 30 lead non-profit organizations that have established partnerships to provide a broad array of services to increase economic postion for families and improve educational outcomes for youth.

For example, a place-based model, each FamilySource Center is strategically located within a designated high-poverty neighborhood of the city. The lead agency collaborates with multiple [funded-and non-funded] partners to offer an integrated approach to providing services to their clients.

Coordination of community action efforts through consultation with the staff of other CAAs in Los Angeles County and regular contact among the Executive Directors is ongoing. The City worked closely with the County of Los Angeles to establish the Los Angeles Homeless Services Authority (LAHSA) through a Joint Powers Agreement. An independent agency, LAHSA's mission is to serve Los Angeles area residents who are currently homeless, those who are intermittently homeless, and those who, because of sudden changes in income or personal situations, are in danger of becoming homeless. Finally, City staff regularly attend meetings of local non-governmental agencies, including religious, charitable and community organizations.

## 8. Establishment of Procedures for Adequate Board Representation

Describe your agency's procedures for establishing adequate board representation under which a low-income individual, community organization, religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism).

The City of Los Angeles Community Action Board (CAB) is a 12 member advisory board consisting of representatives from three sectors: (4) poverty sector, (4) public sector and (4) private sector.

- Poverty sector representatives to the CAB are democratically selected from 4 of the City's Area Planning Commissions (APC).
- The President of the City Council names the public members, who are City Council members or their designees.
- The Mayor appoints the private sector representatives - who must be confirmed by the poverty and public sector members - from businesses and organizations that are broadly reflective of the community.

Selection Process of low-income CAB representatives  
Four (4) Poverty Sector are represented on the Board, with a minimum of one each from the Valley, Northeast, South and Central Los Angeles areas. The selection and election process is described below. When a poverty sector board position is open/available. The vacant position will be announced and recorded at the next CAB meeting, Additionally application packages will be prepared and written notice/announcement of, and application for, the available Poverty Sector position(s) will be

- emailed to the impacted City of Los Angeles Neighborhood Councils,
- posted to the City of Los Angeles Website,
- emailed to CSBG funded agencies.
- Sent to community based organization located within, an serving low-income communities in the city

Application due date will be posted on the announcement.

Eligible candidates shall be required to submit an application, declaration of candidacy, a petition signed by at least ten (10) people in poverty living within the area to be represented, and two (2) character references. Candidate must be willing to represent the low-income sector, be a resident of the area they are selected to represent for at least two (2) years, be at least 18 years of age, and be willing and available to commit the time and effort to focus on the duties and responsibilities of the CAB, as outlined in the by-laws. Candidate cannot be an employee or relative of an employee of the City of Los Angeles or any CSBG funded agencies.

After applications are reviewed by CAB director for confirmation that information provided ensures candidate's low-income community interest/affiliation - then those eligible applications are forwarded to the CAB members for review and selection to the Board.

## 9. Cost and Accounting Standards

Describe how your agency will ensure that cost and accounting standards of the Office of Management and Budget apply to a recipient of the funds.

The City will comply fully with applicable requirements for serving persons at or below the poverty level as defined by the OMB. Staff from the Accounting Division of HCIDLA conduct audits of each nonprofit organization receiving funds under CSBG and requires submission of agency single audit reports on an annual basis.

#### **10. Service Delivery System**

- a. Provide a description of your agency's service delivery system, for services provided or coordinated with CSBG funds targeted to low-income individuals and families in communities within the State.
  
- b. 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 an in-depth analysis of performance data.

The City of Los Angeles' FamilySource System is the City's service delivery system for services provided with CSBG funds. It is composed of the City's FamilySource Center (FSC) Program and the City's Domestic Violence Shelter Operations Program (DVSO).

The FamilySource Center Program, a network of 16 Non-profit operated and, provides an array of essential core services for low-income children and their families. A two-generational approach, the FSC goal is focused on removing barriers to economic opportunity by 1) increasing family income and/or economic resources and 2) increasing youth academic success.

Core services include case management, pre-employment/employment support, parenting classes, financial literacy, adult education, computer literacy, tutoring, mentoring, youth leadership, recreational activities, cultural activities, supportive services, legal services, multi-benefit screening, and information and referral. FamilySource operators are required to establish strong linkages with the City's WIOA adult and youth workforce development programs to obtain job training and placement opportunities for their clients, as well as local, LIHEAP providers to obtain assistance with utility costs on an emergency basis. The FamilySource collaborative structure helps the City better coordinate services by having fewer points of contact to interact with when establishing linkages.

The Domestic Violence Shelter Operations (DVSO) Program provides safe and secure emergency and transitional shelter, and shelter-based services, for victims and domestic violence and their families. Emergency shelters provide confidential shelter for up to 90 days and supportive services to victims. Services include telephone crisis counseling 24 hours a day, 7 days a week; hospital emergency room assistance; emergency food, clothing; transportation; psychological support; legal assistance; judicial advocacy; educational relocation assistance; and information and referral. Transitional shelters provide safe, secure and staffed transitional housing. Services include case management, psychological support, financial literacy, employment assistance, and access to job readiness and placement services.

The CAA is currently in the process of redesigning the Domestic Violence Shelter Program delivery system for implementation in 2018.

## **11. Linkages**

Describe how linkages will be developed to fill identified gaps in services, through the provision of information, referrals, case management, and follow-up consultations.

The manner in which services are funded across multiple governmental jurisdictions and wide geographic areas in the City of Los Angeles creates an acute need to ensure that service providers are able to establish and maintain strong linkages with other service organizations and governmental entities. Comprehensive client services that integrate workforce development, social services, and/ educational development require case management as an essential service delivery mechanism. Both the FamilySource and the DVSO programs offer case management in which trained professionals coordinate client service plans which involving a variety of external government and social service agencies.

In 2014, the FamilySource System partnered with the Los Angeles Unified School District (LAUSD) locating Pupil Services and Attendance Counselors (PSACs). The PSA counselors have brought consistency in counseling practices accross the FamilySource System. Additionally, through the FSCs, PSACs are able to connect with parents – giving them a better understanding of school administration and access to the many student/parent services offered at local schools.

Already partnering with Adult and Youth WIOA agencies to provide employment and job training services, HCIDLA will strenthen those relationships in order to achieve more positive outcomes for FSC co-enrolled clients.

## **12. Funds Coordination**

Describe how CSBG funds will be coordinated with other public and private resources.

The HCIDLA coordinates resources through contracts with approximately 40 lead agencies, acting either as a single-service provider or as the administrative representative for a consortium of agencies. The HCIDLA believes it is important to coordinate resources at the service provider level to most effectively reach low-income clients who turn to their community service providers for information. Some resources, such as LIHEAP, are formally coordinated in contractual documents or MOUs between service providers; others are coordinated through MOUs at the governmental level and training is provided to contractors.

Reduced government funding has caused the FamilySource System to become more creative and efficient in its day-to-day operations. HCIDLA has designed the FSS program and strategies to leverage as many public and private funding sources as possible. As such, the Family Source System is receives funding from the City's Community Development Block Grant (CDBG) and Community Services Block Grant (CSBG) federal allocations. When federal funding was significantly reduced in 2012, the City began supplementing the FSS from the city general fund.

In 2014, the City implemented a partnership with the LAUSD, where LAUSD pupil and attendance counselors were placed at FSCs to provide educational assessment for FSC enrolled students. The salaries of the LAUSD counselors are paid equally by the City (CSBG) and the school district (education funds). The City is currently planning to develop and implement a similar partnership with the County to provide critical social services from the Dept. of Social services and The Dept. of Mental Health.

Because of threats to funding levels, leveraging resources has become a critical piece of maximizing services and grant funds in all city programs. In 2016, in addition to these three funding streams, each FSC lead agency are required to contribute 20% of program costs with leveraged resources (requiring a direct cash equivalent value) to the FamilySource program. Examples of such include:

- Cash
- Other (non-CSBG/CDBG/City funded) state and federal grants
- Client services and training from partner budgets
- Staff time (non-CSBG/CDBG/City funded)

### **13. Innovative Community and Neighborhood Initiatives (Including Fatherhood/Parental Responsibility)**

Describe how your agency will use funds to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle which may include fatherhood and other initiatives with the goal of strengthening families and encouraging effective parenting. -.

Please select the community and neighborhood initiatives your agency will use to fulfill the purpose of this subtitle:

- Fatherhood Strengthening Classes
- Counseling
- Non-court-ordered parenting classes
- Co-parenting communication skills
- Classes assisting incarcerated or recently paroled men
- Job training and employment assistance
- Other: Click here to enter text.
- Other: Click here to enter text.
- Other: Click here to enter text.

#### **Narrative Response:**

All FamilySource Centers provide parenting classes. Additionally, the centers provide opportunities to local, neighborhood-based groups and organizations to offer classes and meetings to address specific area concerns.

Community residents near the Pico-West FamilySource Center identified the need to help local youth improve their math skills when they found that students could not pass the required high school graduation tests. Concerned residents worked with center staff to establish classes and computerized math tutorials focusing on algebra and geometry at the center.

## STATE ASSURANCES

California State Law establishes assurances for the State and eligible entities. Provide narrative descriptions of how your agency is meeting each assurance.

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

In the past 7 years the City has faced decreased funding for both CSBG and CDBG. In response, the City has taken several steps.

It is believed that, in the event of reduced funding, coordinated city service providers will be in a fairly good position to absorb cuts and still deliver effective services to an extent. The City has strongly encouraged collaboration among its funded agencies to place emphasis on limiting administrative costs, space costs, and related overhead expenses in order to maximize programmatic funding. The FamilySource program design incorporates features such as co-location and shared resources at the service delivery level. In addition, the FamilySource model reduced the number of contracts to be processed and allowed the City CAA to reduce some administrative staff through attrition.

The Mayor and City Council have provided solid leadership on the importance of coordinating and streamlining all City services and encouraging collaboration among City departments and programs as well as funded agencies and other governmental and private partners.

[California Government Code § 12760](#): Community action agencies funded under this article shall coordinate their plans and activities with other eligible entities 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.

As the designated Community Action Agency (CAA) for the City of Los Angeles, the HCIDLA pledges coordination of its community action plans and activities with other eligible entities funded under Article 7 (commencing with Section 12765) and Article 8 (commencing with Section 12770) which serve any part of City of Los Angeles communities, so that funds are not used for duplicative services to the same beneficiaries, including migrant and seasonal farm workers and Indian and Alaskan Native populations. Plans and policies affecting all grantees under this chapter are shaped, to the extent possible, so as to be equitable and beneficial to all grantees 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 eligible entities funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries. If your agency is not an MSFW entity, please write “not applicable”.

not applicable

## INDIVIDUAL AND COMMUNITY ELIGIBILITY REQUIREMENTS

Describe how your agency verifies participant income eligibility:

- Pay Stubs
- Social Security Award Letters
- Bank Statements
- Tax Statements
- Zero-income Statements
- Unemployment Insurance Letters
- Qualification for other need-based program, describe

TANF Benefit Statement reflecting monetary aid credit and customers name as the beneficiary

- Other, describe:

Presumed Low- Income Person: Domestic Violence Victim (Police or Agency report); Elderly (62 and older); Homeless (Homeless Shelter Agency referral letter); Abused Children (Court document); Severely Disabled Adult

Income eligibility for general/short term services: For services with limited in-take procedures (where individual income verification is not possible or practical), describe how your agency generally verifies income eligibility for services? An example of these services is emergency food assistance.

When the situation dictates a need to provide a service (immediate, apparent emergency) and income verification is not possible, self-certification may be used as an alternative to income verification *on an occasional basis*.

A maximum of 50% of the total customers may be allowed to self-certify. Self-certification is reserved for customers who may be undocumented, homeless, or in other special circumstances. Agencies make every reasonable effort to document the client's annual family income. However, this self-certification policy only applies to customers not able to provide documentation to verify income. There is no waiver

for non-City residents so all clients must verify income and residency.

Community-targeted services: For services that provide a community-wide benefit (e.g. development of community assets/facilities; building partnerships with other organizations), describe how your agency ensures the services target low-income communities?

Again, the FamilySource Center program is a place-based model. The 16 center are located in the highest poverty areas of the City. It is the intent of the FamilySource Center program to not just provide services to low-income people, but by providing services to people where they live, we will be able to improve the lives of our clients and the communities where they live.

The FSCs transform the communities they serve by bring a network of service providers that addresses education, education, safety, healthy food, transportation and affordable housing in low-income communities. Each FamilySource Center is a recognized asset within its community, developing new approaches to services delivery - and with their own history of success, FSCs attract new resources to the low-income communities. Here are good examples:

**FamilySource/LAUSD Partnership**

Previously described is the FSC partnership with LAUSD where LAUSD school counselors are located full-time at FSCs (rather than at schools) to provide services to low-income students and their families. The FSC has the trust of the community and the school district has the educational resources needed to improve academic outcomes for youth. This partnership is almost unprecedented in the school district's history. But the City's proven success working with low-income students over the past 5 years encouraged the school district to partner with FSC on a new strategy to improve outcomes. And as youth develop so does the economic prospects within the community.

**FamilySource VITA Program**

The city FamilySource Centers have one the strongest Volunteer Income Tax Assistance Program (VITA) in the County of Los Angeles. The 16 FSCs have consistently increased the number and quality of their tax preparation services to low-income clients over the past 7 years. While many VITA providers come and go each tax season, the FSCs have become stalwarts in their communities. In the 2015 tax filing season, FSCs completed 6,800 returns, placing \$9, 883,249 of tax refunds into the pockets of low-income city residents. Of this amount \$4.5 million was for Earned Income Tax Credits (EITC) and \$2.0 million in Child Tax Credits.

This FSC collaboration with the IRS, Korean Youth and Community Center, and FDIC's Alliance for Economic Inclusion, financial institutions and hundreds of volunteers is a proven success in returning millions of annual income benefits for thousands of low-income families. These cash assets have an additional local community economic benefit. The subsequent spending of tax refund dollars into local businesses generates more local income, as business monies are used to pay employees and suppliers.

## MONITORING AND EVALUATION

CSBG eligible entities are required to be actively involved in the evaluation of your community action programs. Provide a narrative description of the specific method(s) of evaluation,

frequency, and monitoring conducted that ensures high standards of program and fiscal performance.

1. Describe your methods for evaluating programs and services.

HCIDLA sub-allocates some of the CSBG annual allocation to 26 other non-profit and governmental agencies to operate its FamilySource System (Domestic Violence Shelter Operations, FamilySource Center Program, and Specially Targeted Programs). With the implementation of contracts and MOUs, HCIDLA conducts quarterly routine monitoring activities to ensure contractor compliance with program administration and objectives. Monitoring is done through a combination of desk reviews, on site monitoring reviews and fiscal reviews.

Each year, HCIDLA Program Operations Division (POD) establishes a monitoring schedule by program and funding source. Generally, onsite review of Family Source System, Domestic Violence Shelter Operations and the Specially Targeted Program contractors are conducted quarterly. The focus of monitoring visits varies by month. However, monitoring topics include at a minimum a review of documentation to support: CSBG eligibility, customer orientations provided, preparation of individual service strategies, provision of services, customer outcomes and follow-up, and overall performance. Operations staff also monitors the actual provision of services and customer flow through these visits. During each site visit 20-25 participant files are randomly chosen for review to ensure program compliance.

Fiscal review includes review of expenditure against budget plan (by month) and budget modifications, if any. POD issues a monitoring and progress report to follow up on program issues and sub-recipient response to noted deficiencies.

During the months that visits are not conducted, desk reviews are conducted and technical assistance is provided to FamilySource System operators.

2. Describe the frequency of evaluations conducted.

Formal onsite review of Family Source System contractors are conducted quarterly. Technical assistance via phone and email is provided on a daily/weekly basis. More frequent bi-monthly monitoring is provided for contractors that require further support or guidance.

Customer satisfaction surveys are conducted annually to assess how the program and services received are perceived by the customer.

California State University Northridge (CSUN) also conducts an annual Economic Impact report on the money saved and value of the services provided by the FamilySource Center program.

3. Describe specific monitoring activities and how they are related to establishing and maintaining the integrity of the CSBG program.

From #1 above.  
HCIDLA conducts quarterly routine monitoring activities to ensure contractor compliance with program

administration and objectives. Monitoring includes at a minimum a review of program and participant documentation to support:

- CSBG eligibility (low income and residency requirements are met)
- Customer is provided program information and orientations,
- Customer assessments (which identify/diagnose issue(s) and severity at intake
- Preparation of individual service strategies, or plan that matches the provision of services, with identified problem and expected customer outcomes and
- Plan progress, follow-up, and evaluation of service outcomes and overall performance.
- Operations staff also monitors the actual provision of services and-customer flow through these visit

Technical assistance is provided on a regular basis to contractors (generally via phone and email). Underperforming agencies are provided more frequent technical assistance as well as on-site monitoring and support by HCIDLA program analysts.

HCIDLA Operations staff conducts desk reviews of contractor performance each month and on-site monitoring visits at least 3 times a year. FSC contractors are provided a written report of the monitoring visit results and [any] related issues or findings. When issues/findings have been identified, HCIDLA program analysts' follow-up regularly (via phone, email and letters) with contractors until the matter is resolved. Depending on the nature and severity of identified problems, unresolved findings may lead to corrective action up to reduction of (and also cessation of) funding.

HCIDLA also convenes a monthly FamilySource Center executive and program managers meeting during which individual agency and system-wide performance reports are distributed and reviewed. Program issues and best practices are also shared.

HCIDLA also contracts with California State University at Northridge to further evaluate of the FamilySource Center Program. The university conducts an annual customer satisfaction survey as well as studies the economic impact of the FamilySource Center program services. University representatives present report summaries to both the Community Action Board and also the FSC Directors.

## DATA COLLECTION

The success of the CSBG Network relies heavily on the quality and relevance of data collected on individuals and families served. To comply with the requirements set forth by OCS with the [State and Federal Accountability Measures](#), provide a narrative description on your agency's data collection and reporting process. Explain how your agency ensures accurate data is collected and reported on ALL agency activities, not just CSBG funded activities. Describe the system(s) your agency has in place to ensure accuracy, review the data prior to submission to the State, and how the data is used, analyzed and acted on to improve agency programs and services.

Describe the data collection process.

Contractors collect and maintain all participant information and related program documents in individual client files at the service center location, as well as, input representative data and information the HCIDLA Integrated Services Information System (ISIS).

FSC contractors are required to maintain a collection of individual records containing activity and outcome information for each participant. Here are the kinds of information and documents that are kept in a client file maintained by FSC agencies and then required client data is transmitted to HCIDLA via ISIS :

#### Program Entry (Eligibility & Screening)

- Participant - Demographics including age, sex, race, family, income
- Employment and Income – i.e. employer/payroll documents; social service agency enrollment/verification documents
- School History – last grade level completed and for students (grades received)
- Participant verification of receipt of Program info and orientation. This includes where to go (at agency and at HCIDLA) if you have a problem or complaint.

#### Program Information

- Individual and/or Family Assessment (identifies participant issues, strengths, weaknesses, problems, resources and /or needs)
- Participant Service Plan (identifies problems, concerns and objectives for change). Determines planned activities, service provider(s) and intervention steps in order to achieve program/participant goal.
- Monitoring and progress case notes – tracks and documents continuing services, activities, changes or decision points, and attainment towards program goal.

Conclusion or participant exit. – Identifies final services and successful (or not) conclusion of service.

Describe the data reporting process.

Contractors are responsible for recording all participant information and activity in the HCIDLA Integrated Services Information System (ISIS). The system is web based and password protected. All contractor staff is provided with training on use of the system to ensure that all information is reported accurately. Information entered into ISIS is then used to measure actual performance against contract goals. Additionally, the information recorded in ISIS is then used to prepare and submit reports to the State.

#### HCIDLA CSBG Data Collection and Reporting

HCIDLA is required to submit two CSBG program reports twice annually, in July and January, to CSD:

1) The Client Demographic/CSD 295 (mid-year and annual) Report. This cumulative report provides a summary of demographic data on the individuals served by the City's CSBG (or FamilySource System) Program, including individuals served by both Statewide and local funds.

2) The CSBG/NPI Program Performance/CSD 801 (mid-year and annual) Report. This Mid-Year and annual performance reports contains information on the progress of HCIDLA in exceeding negotiated levels of performance as indicated in the City's 2016-17 Community Action Plan. This includes specific information on accomplishments achieved by the City with respect to the CSBG NPI indicators of performance

HCIDLA uses of one reporting system for all its FamilySource System (or CSBG) program information –

ISIS (see above description). All participant and program performance data is input into the City's ISIS web-based system. Throughout the year the HCIDLA performs data and edit checks on ISIS information submitted. Bi-annually HCIDLA conducts a data reconciliation period during which time agencies are able to reconcile erroneous data submitted. Once HCIDLA has certified/confirmed data as accurate it is finalized it is available HCIDLA administration for use to prepare the CSD 295 and 801 reports

Describe how the data is used, analyzed and acted on to improve agency programs and services.

The ISIS data collection system also generates formatted [client profile/demographics , service activity level and performance outcome] reports by contractor or for the entire system. Contracted agencies are able to access/download program information 24hrs daily. HCIDLA is able to track contractor and program client activities and service levels. During quarterly site visits, operation analysts discuss current performance data with program staff when reviewing contractor progress throughout the year. At monthly Executive and Program Directors convened by HCIDLA, performance data is discussed and shared as part of continuous efforts to address systemic issues/problems and also identify and share best practices.

## **CSBG/NATIONAL PERFORMANCE INDICATORS (NPI) CAP PROJECTIONS**

The Office of Community Services (OCS) published [CSBG IM #152 Annual Report](#) on January 19, 2017. The CSBG Annual Report replaces the current CSBG IS and includes an updated set of CSBG outcome measures that will replace the current NPI structure. CSBG Eligible Entities will begin data collection with the new structure beginning October 2017. As more information is gathered CSD will ask agencies to complete their projections in accordance with the new outcome reporting structure.

## **APPENDICES (OPTIONAL)**

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