

2024/2025
Community Needs Assessment and
Community Action Plan

California Department of Community Services
and Development

Community Services Block Grant



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Introduction

The Department of Community Services and Development (CSD) has developed the 2024/2025 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) Service Providers network. Each agency must submit a completed CAP, including a CNA to CSD on or before **June 30, 2023**. Changes from the previous template are detailed below in the “What’s New for 2024/2025?” section. Provide all narrative responses in 12-point Arial font with 1.15 spacing. When the CNA and CAP are complete, they should not exceed 65 pages, excluding the appendices.

Purpose

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

Federal CSBG Programmatic Assurances and Certification

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

State Assurances and Certification

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

Compliance with CSBG Organizational Standards

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

What's New for 2024/2025?

Community Action Plan Workgroup (CAPWG). In summer 2022, CSD organized a workgroup to inform the development of the 2024/2025 CNA and CAP. Workgroup members were selected from the CSBG Service Provider network and the ROMA Coalition. The feedback CSD received from the workgroup has informed not only the 2024/2025 template but also the accompanying CAP training scheduled for mid-December 2022.

Public Hearings – Additional Guidance. The public hearing requirement has been modified. Two years ago, we were in an active pandemic due to the COVID-19 virus. The public health guidelines throughout the state advised communities against large gatherings. CSD advised agencies to follow public health protocols and hold public meeting virtually if an in-person meeting was not an option. For the public hearing on the 2024/2025 draft CAP, CSD requests that agencies conduct in-person, virtual, or hybrid public hearings. While transmission rates of COVID-19 remain high in many communities, agencies are requested to follow their local public health guidelines when deciding in which format to conduct the public hearing. For more information, please see the Public Hearing section of this template.

CNA Helpful Resources. The Helpful Resources section in Part I: Community Needs Assessment contains additional data sets and resources. On recommendation of the CAPWG, CSD has added data sets from the Massachusetts Institute of Technology, the University of Wisconsin, and a point-in-time data set from the U.S. Department of Housing and Urban Development. We have also added links to the Local Agencies Portal where you can find examples of completed Community Needs Assessments and project timelines from the CSBG Service Providers network.

Part II: Community Action Plan. The number of questions in the Tripartite Board of Directors, Service Delivery System, Linkages and Funding Coordination, and Monitoring sections has changed. Questions were removed because it was determined that agencies meet these reporting requirements through other CSBG work products such as monitoring and Organizational Standards. In the Service Delivery System and Linkages and Funding Coordination sections, new questions were added. These questions will be covered during the template training webinar.

Sunset of COVID-19 Flexibilities. In the 2022/2023 template, CSD allowed agencies to indicate on selected questions whether there were changes to the response provided in the 2020-2021 CAP or whether agencies would like CSD to accept the 2020-2021 response without adaptations. This option was an effort to reduce administrative burden on agencies during the COVID-19 pandemic. While

CSD has retained some of the flexibilities developed in the previous template, the option for agencies to reference responses in their prior CAP has been discontinued.

Response and Community Awareness. This section replaces the “Additional Information” section in the previous template. For 2024/2025 CSD has included questions pertaining to Diversity, Equity, and Inclusion (DEI). The questions about disaster preparedness have been retained from the previous template. While none of this information is directly mandated by statute, CSD is requesting the information to gauge where the CSBG Service Provider network is as a whole on these topics. Responses to the questions in this section are mandatory.

ROMA Certification Requirement. Under section 676(b)(12) of the CSBG Act, CSD and all CSBG agencies are required to assure that we will participate in a Results Oriented Management and Accountability System “not later than fiscal year 2001.” CSD and the CSBG Service Providers have fulfilled this requirement through various approaches. With respect to the ROMA certification of the network CAPs (Organizational Standard 4.3), CSD has allowed agencies to submit their CAP without the signature of a ROMA trainer or implementer if the agency did not have a ROMA trainer or implementer on staff. CSD staff who had the requisite training would certify those CAPs on behalf of the agencies. This process will still be in place for the 2024/2025 template. However, for the 2026/2027 template, CSD will require that CSBG Service Providers provide their own ROMA certification either by staff who have the required ROMA training or in partnership with another agency or organization. CSBG Service Providers should begin formulating a plan to fulfill this requirement.

Checklist

- Cover Page and Certification**
- Public Hearing(s)**

Part I: Community Needs Assessment

- Narrative**
- Results**

Part II: Community Action Plan

- Vision Statement**
- Mission Statement**
- Tripartite Board of Directors**
- Service Delivery System**
- Linkages and Funding Coordination**
- Monitoring**
- Data Analysis, Evaluation, and ROMA Application**
- Response and Community Awareness**
- Federal CSBG Programmatic Assurances and Certification**
- State Assurances and Certification**
- Organizational Standards**
- Appendices**

COMMUNITY SERVICES BLOCK GRANT (CSBG)
 2024/2025 Community Needs Assessment and Community Action Plan
 Cover Page and Certification

Agency Name	Community Action Partnership Solano – Joint Powers Authority (CAP Solano JPA)
Name of CAP Contact	Emily Cantu
Title	JPA Fiscal Agent
Phone	707-449-5688
Email	emily.cantu@cityofvacaville.com

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

Board and Agency Certification

The undersigned hereby certifies that this agency complies with the Federal CSBG Programmatic, and State Assurances as outlined in the CSBG Act and California Government Code, respectively for services provided under the Federal Fiscal Year 2024/2025 Community Action Plan. The undersigned further certifies the information in this Community Needs Assessment and the Community Action Plan is correct and has been authorized by the governing body of this organization. (Organizational Standard 3.5)

Board Chair (printed name)	Board Chair (signature)	Date
Mitch Mashburn		
Executive Director (printed name)	Executive Director (signature)	Date

Certification of ROMA Trainer/Implementer (If applicable)

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

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

CSD Use Only

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

Public Hearing(s)

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

State Statute Requirements

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

Guidelines

Notice of Public Hearing

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

Public Hearing

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

Additional Guidance

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

Public Hearing Report

Date(s) of Public Hearing(s)	May 31, 2023
Location(s) of Public Hearing(s)	Suisun City Hall and Zoom Videoconference (Hybrid)
Dates of the Comment Period(s)	May 1, 2023 – May 31, 2023
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	<ul style="list-style-type: none"> • <i>CAP Solano JPA and Housing First Solano CoC Websites and listservs;</i> • <i>Jurisdictional Websites/Newsletters: Vallejo Times Newsletter, City of Benicia this Week;</i> • <i>Jurisdictional Listservs: Benicia (Mayor and City Council);</i> • <i>Vacaville and Vallejo Homeless Roundtable Listservs;</i> • <i>Solano County Behavioral Health Facebook and Instagram pages; email to SCBH contractors and staff;</i> • <i>Community provider postings (social media and hard copy): VOICES Solano (youth); and by TAB and JPA members to their lists (senior, hospital, homeless, etc.);</i> <p><i>Distributed to CAP Solano JPA, TAB and CoC Board and general membership.</i></p>
Date the Notice(s) of Public Hearing(s) was published	
Number of Attendees at the Public Hearing(s) (Approximately)	

Part I: Community Needs Assessment

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Helpful Resources

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

The National Community Action Partnership has an [Assessment Tool](#) designed specifically for the community needs assessment process. Here you can select from a variety of county-specific data sets.

Examples of Community Needs Assessments and project timelines from agencies within the California CSBG Providers network can be found on the [Local Agencies Portal](#) under the CSBG – Resources tab. If you do not have an account or have not received CSD login credentials, please email CSD at ExternalAccess@csd.ca.gov.

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

Sample Data Sets			
U.S. Census Bureau Poverty Data	U.S. Bureau of Labor Statistics Economic Data	U.S. Department of Housing and Urban Development Housing Data & Report	
HUD Exchange PIT and HIC Data Since 2007		National Low-Income Housing Coalition Housing Needs by State	National Center for Education Statistics IPEDS
Massachusetts Institute of Technology Living Wage Calculator		University of Wisconsin Robert Wood Johnson Foundation County Health Rankings	
California Department of Education School Data via DataQuest	California Employment Development Department UI Data by County		California Department of Public Health Various Data Sets
California Department of Finance Demographics	California Attorney General Open Justice	California Governor’s Office Covid-19 Data	California Health and Human Services Data Portal
CSD Census Tableau Data by County			Population Reference Bureau KidsData

Community Needs Assessment Narrative

CSBG Act Sections 676(b)(3)(C), 676(b)(9)

Organizational Standards 1.1, 1.2, 1.3, 2.2, 3.2, 3.3, 3.4

1. Describe how your agency collected and included current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for your service area. (Organizational Standard 3.2)

Quantitative data related to poverty and its prevalence, including statistical data by gender, age, and race, was collected from the Public Tableau, the U.S. Census Bureau (including the American Community Survey 5-year Estimates), U.S. Bureau of Labor Statistics, CA State Employment Development Department, CA Department of Education, Solano County HMIS data, Welfareinfo.org, United Ways of California, and the MIT Living Wage Calculator, including data compiled by the National Community Action Partnership. Comparison data for nearby counties, California, and the U.S., where available, was also assessed and provided. Qualitative data was gathered via surveys of community stakeholders and individuals with lived experiences of economic and housing insecurity; a Community Forum that was attended by 30 residents and employees of Solano County; a focus group with 9 individuals with lived experiences of economic and housing insecurity; and interviews with 6 community members and providers representing domestic violence survivors, transitional age youth, the faith based community, education, private business, and government.

This data was presented to and discussed by the Tripartite Advisory Board (TAB) at the public TAB meeting on April 24, 2023, by the Community Action Partnership Solano Joint Powers Authority (JPA) Board members at the JPA meeting on April 27, 2023, by the Housing First Solano Continuum of Care members at their meeting on May 24, 2023, and at a community wide public hearing on the 2024/2025 Community Needs Assessment and Community Action Plan (CNA/CAP), held both in-person and virtually, on May 31, 2023. All meetings were open to the public and advertised in advance of the meeting dates. Members of the public and service providers who attended these meetings had the opportunity to review and comment on this data in advance. See Appendix C for data presented.

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

The CAP Solano JPA is a public community action agency that serves the entire county of Solano, which is one of the nine Bay Area counties in California. Located approximately 45 miles northeast of San Francisco and 45 miles southwest of Sacramento, the County is bordered by Napa, Yolo, Sacramento, and Contra Costa counties. The county is geographically, economically, and socially diverse covering 909.4 square miles, including 84.2 square miles of water area and 675.4 square miles of rural land area. The County serves seven jurisdictions and cities – Benicia, Dixon, Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo – in addition to unincorporated areas. The densest population areas of the County are the cities of Vallejo, Fairfield, and Vacaville. Pockets of households with higher poverty rates are concentrated in western Vallejo, southern Fairfield and

Suisun City, and northern Vacaville. The more rural area of Rio Vista also has a higher concentration of poverty. The JPA provides programs that serve households countywide to address identified priorities, including those in the areas with higher rates of poverty.

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

Federal Government/National Data Sets

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

Local Data Sets

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

California State Data Sets

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

Surveys

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

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

Housing First Solano's Homeless Management Information System
United Way Bay Area – Community Convening
Bay Area Equity Atlas – How State, Local and Fiscal Recovery Funds Have Been Leveraged to Advance Equity in the Bay Area
Community Health Needs Assessment (Sutter Health, Kaiser Permanente, NorthBay Healthcare)
Solano County Community Health Improvement Plan
Solano County HSS Maternal Child & Adolescent Health Needs Assessment

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

Surveys

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

Focus Groups

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

Interviews

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

X Community Forums

X Asset Mapping

X Other

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

Reviewed data from recent Gaps Analysis and Community Needs Assessments of jurisdictions that JPA members sponsored or participated in and of community partners (i.e., hospitals)

7. Describe your agency's analysis of the quantitative and qualitative data collected from low-income individuals and families. (Organizational Standards 1.1, 1.2, 3.3)

Qualitative data was collected from low-income individuals and families via a survey of community stakeholders and people with lived experiences of economic and housing insecurity, a public community forum, focus group sessions and interviews. This information, along with quantitative data gathered from the sources indicated above, was analyzed by JPA staff, presented to the TAB and JPA Boards, and discussed during JPA and TAB Board meetings in April and June 2023.

The data collected from low-income individuals and families included:

Survey: a survey was distributed to gather qualitative data regarding community needs. One survey was distributed for all community partners – including service providers, people with lived experiences of economic and housing insecurity, and other residents of Solano County – in both

English and Spanish. 181 survey responses were received - 57 of the survey respondents identified

themselves as low-income and 19 identified as having lived experience of homelessness in Solano County. The survey included questions related to the causes and conditions of poverty in Solano as well as the most critical needs for all residents and for various subpopulations, including children, families, and seniors. The survey also included questions about the most critical housing and health needs in the community and the most urgent challenges families and Solano residents face. The top five responses to each question from the survey were presented at TAB and JPA board meetings and at the public hearing on the 2024-25 Community Action Plan on April 24, April 27, and May 31, 2023. The top five causes and conditions of poverty identified by community stakeholders and those with lived experience, in order of importance are: 1) lack of affordable housing, 2) high cost of living, 3) lack of jobs or well-paying jobs, 4) mental health issues, and 5) systemic barriers to accessing housing.

Community forum: one public community forum was conducted to gather qualitative data as part of the needs assessment process via videoconference on March 22, 2023. Thirty people participated in the forum, including representatives of the CBO, faith-based, private, public, healthcare and educational sectors and people with lived experience of economic and housing insecurity. The format of the forum was open and focused on primary causes and conditions of economic and housing insecurity as well as most critical service needs in the community. Forum attendees were given the opportunity to brainstorm via online collaborative digital whiteboards (Jamboards) and discuss broadly their experiences and observations of the poverty-related needs in their communities. JPA staff took notes during the forum and the Jamboards were saved, the summary of which were included in the presentations to the TAB and JPA boards at public meetings and in the public hearing presentation. Community forum participants identified the following primary community service needs: affordable permanent housing (including Permanent Supportive Housing and rental subsidies), trauma informed wrap-around services (including housing location and navigation, case management, mental health services, substance abuse recovery, childcare, legal services, and mutual aid), county-wide transportation and services accessibility, and system capacity building.

Focus group: Two focus group sessions were held with participants who have lived experiences of economic and housing insecurity in Solano County as part of an open meeting of the Housing First Solano Continuum of Care (CoC) Lived Experience Committee (LEC). The focus group sessions were held in a hybrid manner, allowing participants to join either in person at a local provider's site or via videoconference. The participants in the focus groups identified the following primary community service needs: more affordable housing options, removal of systemic barriers to housing such as discrimination, peer-led system and housing navigation, life skills and financial literacy training, credit repair and expungement services, direct financial assistance, trauma-informed and accessible behavioral health services, affordable childcare, accessible county-wide transportation and basic needs (food, safety and shelter).

Interviews: Six community members and providers representing education, private business, government, domestic violence survivors, transitional age youth, and churches provided input via

interviews which included questions related to the causes and conditions of poverty in Solano County and the most critical needs for all residents and for various subpopulations, including children, families, youth, and seniors. The interviewees identified the following primary community service needs: no barrier or low-barrier emergency shelter, homelessness prevention, housing retention support, transitional housing for Transition Age Youth (TAY) and unhoused populations, youth programs, affordable housing options, rental and move-in assistance, safe housing for survivors of domestic violence, permanent supportive and long-term rapid rehousing, case management and housing navigation services, employment and job training services, affordable childcare, jobs that pay a living wage, affordable and accessible transportation, mental health support and counseling, fresh/healthy food assistance, and systemic racial equity, including reparations.

Following the gathering and analysis of qualitative and quantitative data, the full TAB and JPA Board meetings were additional opportunities for the public to provide feedback. At those meetings, Board members representing key stakeholder groups throughout the County, including low-income representatives, engaged with the CNA data, analyzed and assessed it, and made recommendations and decisions about priorities for the CAP draft so it could be posted and considered by the public before a final decision at their subsequent meeting.

The primary 2024-2025 Community Action Plan Public Hearing was held on May 31, 2023. There was also time on the agenda at the Housing First Solano Continuum of Care (HFS CoC) meeting on May 24, 2023 to present the draft CAP and receive public testimony. The HFS CoC is a regional planning body of representative partners in Solano County that coordinates the community's policies, strategies and activities toward preventing and ending homelessness. CoC meetings include CBOs addressing income and housing insecurity, people with lived experience of income and housing insecurity, and representatives from the public, private, faith-based, education, criminal legal system, and other sectors. In addition to the in-person CAP Public Hearing, the HFS CoC meeting was leveraged to provide the community with an additional opportunity to provide feedback. The testimony presented during these meetings has been documented and included in Appendix B.

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

A. Community-based organizations

The JPA coordinates with and gathers input from community-based organizations (CBOs) serving low-income residents on a regular basis through our ongoing work in the community. Representatives of CBOs serve on the TAB and attend and participate in JPA and TAB meetings. In addition, through the JPA's unique role as the Administrative Entity and Homeless Management Information System lead for the Continuum of Care, the membership of which includes representatives of CBOs throughout the community who are addressing economic and housing insecurity, there is a continuous process of qualitative and quantitative data gathering.

Many of Solano’s community-based organizations (CBOs) serving low-income residents provided direct feedback on community needs, challenges and priorities for the 2024-25 CNA/CAP. Feedback was solicited through outreach to email listservs for members of the CoC, JPA and CoC-funded provider agencies, the Vallejo, Vacaville and Fairfield Homeless Roundtables, among others. Representatives and participants of CBOs provided qualitative data for the CNA/CAP in person during TAB, JPA, and CoC meetings, and through surveys, focus groups and interviews. Input was gathered from staff of CBOs serving youth, seniors, Native American communities, survivors of trafficking and domestic violence, and those experiencing homelessness – as well as from program participants with lived experiences of economic and housing insecurity. Fourteen community-based service providers also attended and provided input at the community forum on March 22, 2023. A CSBG CNA/CAP Subcommittee that assisted with the needs assessment and provided input also included representatives of CBOs that serve people experiencing homelessness, Native/Indigenous Americans, seniors and other low-income residents of the county.

CBO representatives and participants identified the following primary community needs: affordable housing options, housing location and navigation services, behavioral health services, no barrier or low-barrier emergency shelter, job or skills training, reliable regional transportation, streamlined databases and coordinated services, and wrap-around services in housing. Feedback received from CBOs during the community forum, via surveys, and from focus groups and interviews was analyzed and included in the presentation to the TAB on April 24, 2023 and JPA on April 27, 2023. Input from CBO representatives was discussed during TAB and JPA meetings prior to the Boards voting on the draft community priorities. Finally, representatives from CBOs attended the public hearings on May 24, 2023 and May 31, 2023 and provided comments on community needs and the plan draft.

B. Faith-based organizations

Representatives of faith-based organizations (FBOs) are general and board members of the CoC and provided input on the CNA/CAP during CoC meetings. Representatives from FBOs in Solano County also participated in the community forum on March 22, 2023, responded to the community stakeholder survey, and were interviewed.

Primary community needs identified by faith-based organizations included affordable housing, housing location and navigation services, behavioral health services, job or skills training, no barrier or low-barrier emergency shelter, services for older adults, and affordable childcare. Feedback received from representatives of FBOs that were interviewed, attended the community forum, and replied to the survey was analyzed and included in the presentation to TAB on April 24, 2023 and JPA on April 27, 2023. Input from FBOs was discussed during TAB and JPA meetings prior to the Boards voting on the draft community priorities for CSBG funding. A representative from a FBO was also interviewed. Finally, representatives from FBOs attended the public hearings on May 24, 2023 and May 31, 2023 and provided comments on community needs and the plan draft.

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

The JPA collaborates with a variety of private sector representatives on a regular basis and both the TAB and the CoC Board include private sector representatives, including a chamber of

commerce, a hospital, a community foundation, and charitable organizations. Data from the most recent Community Health Needs Assessments of three local hospitals also informed the CNA/CAP. Representatives from the private sector in Solano County also participated in the community forum on March 22, 2023, responded to the community stakeholder survey, were interviewed, and served on the CSBG CNA/CAP Subcommittee.

Primary community needs identified by private sector representatives included affordable housing, behavioral health services, job or skills training, post incarceration re-entry assistance, no or low-barrier emergency shelter, housing location and navigation services, and life skills/financial literacy training. Feedback received from private sector representatives during the community forum and via surveys was analyzed and included in the presentation to the TAB on April 24, 2023 and JPA on April 27, 2023. Input from private sector representatives was discussed during TAB and JPA meetings prior to the Boards voting on the draft community priorities for CSBG funding. Finally, private sector representatives attended the public hearings on May 24, 2023 and May 31, 2023 and provided comments on community needs and the plan draft.

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

The CAP Solano JPA is a public entity that includes elected representatives of Solano County and the cities of Benicia, Fairfield, Rio Vista, Suisun City, Vacaville and Vallejo. Collectively, the JPA provides oversight and coordination of homeless and safety net services to the residents of the cities and county. Data and information from JPA members as well as responses from employees of local, state and federal government agencies and departments informed the CNA/CAP. Representatives from the public sector also participated in the community forum on March 22, 2023, responded to the community stakeholder survey, and were interviewed as part of the CNA. Data from a Solano County Community Health Improvement Plan also informed the CNA/CAP.

Primary community needs identified by public sector representatives included affordable housing options, housing location and navigation services, accessible behavioral health services, no barrier or low-barrier emergency shelter, affordable childcare, life skills/financial literacy training, living wages/good paying jobs, job or skills training, affordable and accessible transportation, fresh/healthy food assistance, and systemic racial equity. Feedback received from public sector representatives during the community forum, interview and via surveys was analyzed and included in the presentation to the TAB on April 24, 2023 and JPA on April 27, 2023. Additionally, public sector representatives attended TAB and JPA meetings and provided feedback on community needs during the meeting. Input from public sector representatives was discussed during TAB and JPA meetings prior to the Boards voting on the draft community priorities for CSBG funding. Finally, public sector representatives attended the public hearings on May 24, 2023 and May 31, 2023 and provided comments on community needs and the plan draft.

E. Educational institutions (local school districts, colleges)

Educational institutions are also key stakeholders in the work of the JPA. Representatives of the educational sector serve on the TAB and the CoC Board and provided data and input on the

CNA/CAP via the community stakeholder survey and individual interviews. In addition, data from the CA Department of Education and the Solano County Office of Education informed the CNA.

Primary community needs identified by educational sector representatives included behavioral health services, homelessness prevention/rental assistance, living wages/good paying jobs, job or skills training, life skills/financial literacy training, youth education/enrichment, school transportation, access to healthy food and racial equity. Feedback received from educational institution representatives via interviews and surveys, and educational data was analyzed and included in the presentation to the TAB on April 24, 2023 and JPA on April 27, 2023. Input from educational institution representatives was discussed during TAB and JPA meetings prior to the Boards voting on the draft community priorities for CSBG funding. Finally, educational institution representatives attended the public hearings on May 24, 2023 and May 31, 2023 and provided comments on community needs and the plan draft.

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

The primary causes of poverty identified by the 2023 Community Needs Assessment for Solano County include 1) lack of affordable housing options, 2) high cost of living, 3) lack of living wage employment opportunities, 4) behavioral health issues, and 5) barriers to accessing housing and employment, including childcare, transportation, and discrimination based on race, criminal legal system involvement, income source, and immigration status. These factors reflect the primary challenges faced by the community in addressing economic and housing insecurity – homelessness, low employment and unemployment, mental health challenges, substance use (particularly opiate/fentanyl), and racial equity.

The lack of affordable housing options coupled with a high overall cost of living in the county were consistently identified as the primary, and most urgent, causes of poverty in feedback from all sectors provided via surveys, a community forum, interviews, and focus groups. This community-identified issue is consistent with the County’s 2023-2031 Regional Housing Needs Assessment, performed for the Solano County Regional Housing Element, and recent data from a study done by the United Way Bay Area (UWBA). Data from these recent analyses indicate that 35.6% (Housing Needs Assessment) to 36.93% (UWBA) of all households countywide are cost burdened, paying more than 30% of their income on housing costs, with the majority of those households (24.3%) being low-income.¹ Furthermore, data indicates that rental prices have increased by 8% in recent years and, for households who rent, 51.4% are moderately or severely cost burdened.

¹ Solano County Regional Housing Element Collaborative; Appendix E- 2023- 2031 Regional Housing Needs Assessment; p. E-22. <https://www.solanocounty.com/civicax/filebank/blobload.aspx?BlobID=39836>

Income and employment challenges followed closely behind housing costs as the leading cause of poverty identified by the Community Needs Assessment. In the qualitative feedback, the primary barriers to employment pinpointed were inadequate transportation, lack of job training, lack of affordable and accessible childcare for employees, lack of education, criminal legal system involvement, inadequate work history, and insufficient job seeking assistance (e.g., resumes, interview skills). The ability to access jobs that pay a living wage is an important factor that creates barriers to self-sufficiency. A family of four with two working adults must earn \$28.28/hour and a family of two with one working adult must earn \$40.49/hour to meet the minimum standards of living in Solano County.² However, as of January 2023, the minimum wage in Solano County/California was just \$15.50/hour.

Unemployment and the lack of jobs that pay a living wage within the County are also significant underlying causes of poverty. While the unemployment rate has improved since reaching 15.6% during the COVID-19 pandemic, to 4.7% as of February 2023, it is higher than the pre-pandemic rate of 3.9% and higher than the overall Bay Area rate of 2.9%.³ Combined with the lack of employment, the median income in the County is the lowest of the nine Bay Area counties, at \$89,648 (as compared to \$126,187 in San Francisco), and the median income in the area with the highest concentration of poverty, Vallejo, is far below that at \$78,243.⁴

In addition to the qualitative feedback received as part of the 2023 Community Needs Assessment, multiple Community Health Needs Assessments conducted between 2020 – 2022 in Solano County indicate that, to avoid poverty, people in Solano County need access to - affordable housing, jobs that pay a living wage, and healthy food.⁵ These assessments also all indicated an unfilled need for people to be able to easily and affordably access mental health, behavioral health, and substance-use services, as well as preventative care. These Healthcare Needs Assessments were supported by the 2023 Community Needs Assessment, in which both community partners and people with lived experience agreed that the causes of poverty in Solano County are: a lack of affordable housing, the high cost of living, the lack of a living wage, and difficulty accessing mental health and substance-use services. Mental health conditions and substance use are two issues that attendees at focus group and community forums and interviewees stated cause or reinforce poverty due to their negative effect on individuals' employment and housing stability. People with lived experience and community stakeholders identified meeting mental health and substance use service needs as important priorities for addressing the challenges of low-income individuals and families, including individuals experiencing homelessness, in Solano County. While mental health and substance use issues are challenges for people of all income levels, they are particularly destructive and challenging to address in low-income settings that lack economic, social, and relational safety nets.

Other underlying causes of poverty identified in the 2023 Community Needs Assessment include barriers to accessing housing and employment, including childcare, transportation, and discrimination based on race/ethnicity, criminal legal system involvement, income source, and immigration status. Lack of affordable quality childcare was identified in focus groups, community forums, interviews, and surveys as one of the primary challenges confronting low-income families, as it is one of the primary

barriers to success for low-income parents to obtain and maintain employment. Inadequate transportation was also commonly identified as an issue that exacerbates poverty in Solano County. Due to the County's large geographical spread and mostly rural landscape, the public transportation system is very limited and it is difficult, time-consuming and expensive to travel between cities. In addition, housing and employment discrimination based on race/ethnicity, histories of criminal legal system involvement, income source (such as having a housing voucher/subsidy), and immigration status continue to persist, although much of this discrimination is prohibited under California's Fair Housing and Employment Act and the Federal Fair Housing Act.

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

Key conditions that reduce access to affordable housing, living-wage employment, behavioral health services, and the services and environment necessary to support thriving communities in Solano County include housing availability, income and high cost of living, and availability of affordable services that support housing retention and overall wellbeing. Other conditions affecting low-income communities include educational, environmental, and community safety conditions in Solano County – all of which are further exacerbated by historical and systemic inequities and discrimination.

Access to safe and affordable housing: With rental housing vacancy rates registering at all-time lows at 3.5% in Solano County, urban migration to the County, limited supply of subsidized or affordable housing, and concentrations of low-income housing in high density areas, economically disadvantaged households often have limited options for housing and must sacrifice safety, location, and other housing choices that support household stability and growth. As such, homelessness and inadequate housing is one of the primary conditions of poverty in Solano County. As of the most recent HUD Point-in-Time count of sheltered and unsheltered homeless individuals, there were 1,179 individuals experiencing homelessness on a single night in January 2022. While this represents a 1.5% increase from the 2020 count of 1,162 individuals, 78% (920) of these individuals were unsheltered. In addition, there are large racial disparities when comparing the general population to

² <https://livingwage.mit.edu/counties/06095>

³ Ycharts.com from Bureau of Labor Statistics

⁴

<https://www.census.gov/quickfacts/fact/table/vallejocitycalifornia,sonomacountycalifornia,napacountycalifornia,solanocountycalifornia,sanfranciscocitycalifornia/INC110221>

⁵ Sutter Solano Medical Center 2022 Community Health Needs Assessment, <https://www.sutterhealth.org/pdf/for-patients/chna/ssmc-2022-chna.pdf>

Solano County Community Health Assessment Report,

<https://www.solanocounty.com/civicax/filebank/blobdload.aspx?BlobID=34814> (June 2020)

Kaiser Permanente Vallejo Medical Center 2022 Community Health Needs Assessment,

<https://about.kaiserpermanente.org/content/dam/kp/mykp/documents/reports/community-health/vallejo-chna-2022.pdf>

Solano County Maternal Child & Adolescent Health Five-Year Needs Assessment,

<https://www.solanocounty.com/civicax/filebank/blobdload.aspx?BlobID=33283> (July 2020)

those who are experiencing homelessness, a condition that indicates inequities in housing and income, with data indicating a much larger percentage of people experiencing homeless as compared to the total population. In Solano County, people who identify as Black/African American comprise 47.4% of the homeless population, compared to 12.8% of the general population. Those who identify as American Indian/Indigenous comprise 1.7% of the homeless population, compared to 0.7% of the general population, and those who identify as Native Hawaiian or Pacific Islander comprise 1.7% of the homeless population, compared to 0.9% of the general population.⁶

Results from qualitative feedback from all sectors and people experiencing homelessness in Solano County also indicated that housing availability and cost, unemployment and low-wages are the primary factors contributing to homelessness. Mental health and substance-use treatment needs, and access to available supportive services are also key contributors.

Once Solano County residents become homeless, the greatest barriers to exiting homelessness include: lack of affordable housing / low vacancy rates throughout the County; high cost of housing that is available; lack of income; transportation and childcare issues; mental health and substance use treatment needs; and lack of awareness of available resources.

In addition to financial and health reasons, individuals experiencing homelessness often also face compounding barriers like discrimination, past evictions, limited or poor credit, criminal records, limited rental histories, and poor landlord references. Barriers like these place individuals and families seeking to exit homelessness at a disadvantage relative to other Solano County residents with low incomes when competing in Solano County's extremely tight rental market.

Income and high cost of living: As stated above, the living wage in Solano County is close to or more than twice the minimum wage, depending on family size. In addition, the monthly median rent in Solano rose from \$1,195 in 2010 to \$1,684 in 2020 (growth of 40.9%). During this same period, the annual median family income in Solano rose from \$77,321 to \$95,438 (growth of 23.4%). As such, a significant number of county residents are rent burdened (see above). Coupled with limited higher-wage employment opportunities and lack of affordable transportation across and outside of the County, these factors tend to increase income disparities among low-income households. Even for employees with full-time positions, earning the minimum wage is insufficient to afford the high cost of living in Solano County. These workers would prefer higher-skilled (and thus higher paying) positions, but many lack the job training and skills needed for such positions. They also struggle to find, apply for, and obtain these positions, and many need assistance with resumes, interviewing, and dressing appropriately for professional contexts. Many workers also have a hard time with changing technology and lack computer skills necessary for most office and remote work settings. In addition, according to the CA Employment Development Department of 75,812, or 69.5% of Solano County workers commute outside of the County for employment.⁷ The ability to commute such distances is often a huge barrier for low-income households who may not have access to personal means of transportation and/or budgets that afford the high cost of gasoline in the area.

⁶ <https://bcsh.ca.gov/calich/hdis.html>

⁷ <https://labormarketinfo.edd.ca.gov/file/commute-maps/solano2022.pdf>

Access to affordable services to support housing retention and overall wellbeing: The CNA indicated that access to behavioral health services, childcare, transportation, and healthy food are factors that stymie the progress of the county's disadvantaged communities. Limited access to these basic needs for a healthy community impact the ability of households to access employment, income, and services necessary to become self-sufficient and move beyond economic insecurity. Furthermore, mental health conditions and substance use concerns were repeatedly indicated as factors which cause or reinforce poverty due to their negative effect on individuals' employment and housing stability.

Educational, environmental and community safety conditions: Other conditions that impact poverty in Solano County include educational, environmental, and community safety conditions. 89% of Solano County residents have a high school or higher level of education, similar to the overall U.S. rate of 90%, whereas only 28% of the population has a BA degree or higher compared to the 35% overall U.S. rate. In terms of environmental conditions, Solano County is in an area of extreme wildfire danger as well as potential for extreme heat and freezing temperatures, conditions that often put low-income households at higher risk for displacement, exacerbating health conditions, and increase the need for utility and energy assistance. Areas with high levels of crime are also a condition that affects low-income households disproportionately in Solano County – with the areas with the highest poverty rates also having the highest rates of assault and major crimes. For example, the City of Vallejo, which has the highest poverty rate in the County at 11% had the highest reported rate of violent crimes (murder/homicide and nonnegligent manslaughter, rape, robbery, and aggravated assault), at 1,037 annually for a population of 122,657 (0.8%), whereas Vacaville, which has a poverty rate of 6.9%, had 331 violent offenses for a population of 101,145 (0.3%).⁸

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

The CAP Solano JPA uses a customer feedback survey that all CSBG direct service providers are required to conduct and report on per their Memorandum of Understanding (MOU) with the JPA. Feedback from these surveys is reported to the JPA fiscal agent on a monthly basis and included in the JPA's annual report, which is presented to the Tripartite Advisory Board (TAB).

During the past two years, as CSBG funds have been used to support system capacity building in addition to direct services, more extensive feedback from program participants/customers has been incorporated into ongoing and strategic planning processes. This includes the development and support for a Lived Experience Committee (LEC) that reports to the Housing First Solano CoC Board and the JPA and has representation on the TAB. Members of the LEC also serve on other committees of the CoC and on review and rank panels for funding decisions.

⁸ F.B.I. <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/tables/table-8/table-8-state-cuts/california.xls>

Community Needs Assessment Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

State Plan 14.1a

Table 1: Needs Table

Complete the table below. Insert row(s) if additional space is needed.

Needs Identified	Level	Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Affordable Housing	Community and Individual	Yes	Yes	Yes
Housing Location &/or Navigation Services	Individual	Yes	Yes	Yes
Trauma-informed, culturally responsive behavioral health services	Community and Individual	Yes	Yes	Yes
Emergency Shelter/Navigation Center	Community and Individual	Yes	Yes	Yes
Job or skills training	Individual	Yes	Yes	Yes
Life skills – including tenant education and financial literacy	Individual	Yes	Yes	Yes
Affordable Childcare	Community and Individual	Yes	Yes	Yes
Accessible and reliable transportation	Community and Individual	Yes	Yes	Yes
Landlord Engagement and Education re: Fair Housing/Non-Discrimination	Community and Individual	Yes	Yes	Yes
Regional Services Coordination	Community	Yes	Yes	Yes

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

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

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

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

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

Table 2: Priority Ranking Table

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

Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category	Why is the need a priority?
1. Housing Support to Attain and Maintain Housing	Rental subsidies, flexible housing subsidies, deposit assistance, utilities assistance, etc. to support housing. Case management staff focused on housing matching and retention.	FNPI 3a – 3b FNPI 4b – 4h SRV 4c, 4d, 4g-4k, 4o-4r CNPI 4e	Safe and affordable housing is limited and housing costs are high; A high number of households are cost-burdened
2. Housing Search and Navigation Assistance	Staff with housing/real estate experience to provide countywide housing location, landlord engagement and fair housing education, and housing search support. Landlord incentive and risk mitigation funds. Activities aimed at creating or opening up housing options.	FNPI 4b SRV 4c, 4d, 4g, 4h, 4i-k, 4o CNPI 4a, 4e	Safe and affordable housing is limited and difficult to find and obtain.
3. Low or No-Barrier Emergency Shelter/Navigation Centers with Coordinated Services	Emergency shelter/Navigation Centers in every city in the County that serve as coordinated hubs to provide wrap-around services and connect with the Coordinated Entry System and housing assistance.	FNPI 4a, 4b SRV 4m, 4n, 4o, 4p CNPI 4c, 4d, 4e, 4i	There is a high number of unhoused households dispersed throughout the County and limited shelter beds. Permanent housing is easier to obtain when basic needs, including shelter, are met.
4. Supportive Services Attached to Providing Shelter and Housing	Case management, resources and referrals for services to support housing, including childcare assistance, transportation	FNPI 3a – 3b FNPA 4a – 4f FNPI 5a – 5i(2) SRV 3g-l SRV 4a, 4b, 4g, 4h, 4p SRV 7a-7d, 7h-j, 7n-o	Limited access to resources and services to support housing impact the ability of households to access employment, income, and services necessary to become

	assistance, access to healthy food, and access to behavioral and physical healthcare. Training for staff to provide trauma-informed and strengths-based services. Bilingual services (esp. Spanish). Peer mentors/trainers.		self-sufficient and move beyond economic insecurity.
5. Employment Assistance and Life Skills	Job and skills training. Financial literacy, life and tenancy skills training. Interviewing skills, job search, resume writing, counseling/coaching, transportation services, childcare or after-school program subsidies, outreach. Peer mentors/trainers.	FNPA 1a – 1h(3) FNPI 3a – 3h FNPI 5a – 5i(2) FNPA 6a – 6a(3) SRV 1a-1b, 1d, 1f-1q SRV 2l, 2o-2w, 2z SRV 3a – 3e, 3o SRV 4a, 4b, 4p SRV 5p, 5ff, 5hh, 5ll SRV 7a – 7d, 7e, 7h-j, 7k, 7n-o CNPI 1f, 1g, 1h CNPI 3b.2-3b.5	Earning the minimum wage is insufficient to afford the high cost of living in Solano County. Job and life skills, transportation, and childcare support a household’s ability to obtain and maintain higher-wage employment and housing.

Agency Priorities: Rank your agency’s planned programs, services and activities to address the needs identified in Table 1 as agency priorities.

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

Indicator/Service Category: List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported in CSBG Annual Report.

Why is this need a priority: Provide a brief explanation about why this need has been identified as a priority. Connect the need with the data. (CSBG Act Section 676(b)(3)(A))

Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

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

Vision and Mission Statement

1. Provide your agency's Vision Statement.

CAP Solano JPA – providing a pathway to housing for everyone in Solano County.

2. Provide your agency's Mission Statement.

To strengthen agencies working to end poverty and homelessness. The objective is to provide services and resources in coordination with existing service providers, including but not limited to non-profit organizations and faith-based providers, to promote and encourage self-sufficiency for the most vulnerable members of the community.

Tripartite Board of Directors

CSBG Act Sections 676B(a) and (b); 676(b)(10)

California Code of Regulations, Title 22, Division 11, Chapter 1, Section 100605

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

The JPA's Tripartite Advisory Board (TAB) is comprised of 12 members and includes four members from the public sector, four from the low-income sector, and four from the private sector of Solano. The four low-income TAB members are elected through the Continuum of Care (CoC), which is comprised predominantly of low-income individuals or those representing low-income individuals in Solano. The election of low-income individuals occurs pursuant to the following process: The CoC holds the election within their general membership of individuals, partners, and organizations that provide housing and services for low-income individuals and families. When a vacancy occurs, an announcement is sent out to multiple listservs that includes information on how to become a Low-Income Representative and the timeframe of the selection process (i.e., CoC, JPA, TAB, and other homeless and basic needs listservs as well as distributed by members of the TAB). The CoC listserv includes low-income individuals, community organizations that serve low-income individuals, faith-based organizations, educational representatives, and representatives from the private and public sector that work within the housing and homeless system of care. All eligible applications are posted, and the eligible CoC membership votes to select the TAB representative. Any resident of Solano County who can demonstrate that they are low-income or represent low-income individuals and families who reside in the county is eligible for the low-income seat.

For the Public and Private sectors of the TAB Board, the JPA appoints individuals who have expertise in housing, homelessness and poverty and familiarity with the social safety nets within the community. They also look for people who have experience working with individuals and families at risk of and experiencing economic and housing insecurity in Solano or who may have lived experience. The JPA seeks to ensure that TAB members represent diverse sectors, experience, and identities through both the low-income election process and appointments and will take into consideration any petitions for adequate representation.

Service Delivery System

CSBG Act Section 676(b)(3)(A)

State Plan 14.3

1. Describe your agency's service delivery system. Include a description of your client intake process or system and specify whether services are delivered via direct services or subcontractors, or a combination of both. (CSBG Act Section 676(b)(3)(A), State Plan 14.3)

The JPA's service delivery model offers programs that target individual, family, and community needs associated with the conditions of poverty/economic insecurity. All direct services are provided through subcontractors who target low-income individuals and families in Solano County and who are monitored in accordance with JPA policies and procedures to ensure regulatory compliance. JPA services cover the entire County, including areas with greater concentrations of economic insecurity. All contractors are community-based organizations, faith-based organizations, or local government agencies who are experienced in delivering services to those in need. Because the JPA is the regional planning body focused on ending homelessness and economic insecurity in Solano, it is in a unique position to work strategically to incorporate the needs of the community across multiple domains utilizing the adopted regional strategic plan as the guiding framework. Thus, direct service organizations receiving JPA funding work in alignment with the JPA according to the same strategies, while the JPA ensures the leveraging of other funding streams to strengthen systems to address homelessness and economic insecurity. As the regional planning body in Solano, the JPA also provides capacity building opportunities to agencies receiving funding as well as regular training on best practices for services and project design open to the entire community.

Assessments for individual participants/households are conducted by the Coordinated Entry System (CES) for Solano County, which is funded and overseen by the JPA through a variety of funding sources (HUD, local jurisdictions etc.). The CES assesses each individual or household to identify any immediate, emergent needs and risk factors, and to evaluate the overall level of vulnerability, including basic and housing-related needs. Based on those assessments, the CES will make referrals to JPA-funded agencies and other local agencies that match the needs of the individual or family. Each agency will also conduct an intake process that further helps identify a participants' needs in order to match the services provided to those needs and will make supportive service referrals accordingly. JPA contractors providing direct client services are required to enter client data into the local Homeless Management Information System to make sure that client data is captured in a uniform way, allowing the data to be analyzed, outcomes to be tracked, and to prevent any duplication.

2. Describe how the poverty data related to gender, age, and race/ethnicity referenced in Part I, Question 1 informs your service delivery and strategies in your service area?

Both quantitative and qualitative data on the causes and conditions of poverty in relation to gender, age, and race/ethnicity continuously informs the CAP Solano JPA's strategic planning for service

delivery and strategies to address economic and housing insecurity. Data identified through the Community Needs Assessment process is presented to both the TAB and the JPA Board to inform strategic discussions regarding CSBG priorities, and funding allocation, with a focus on equity. In addition, the JPA further analyzed data related to gender, age, and race/ethnicity and homelessness as part of the development of a Homeless Action Plan for targeting CA State funds toward preventing and ending homelessness through an equity lens. This analysis has resulted in specific equity focused goals and a Racial Equity Improvement Project lead by a core team of Solano partners representing the CoC, Coordinated Entry System (CES), Solano County Behavioral Health, Lived Experience Committee, HMIS administrator and Black Chamber of Commerce. This team is participating in the CA Racial Equity Action Lab to focus on achieving equity goals related to housing and homelessness.

Linkages and Funding Coordination

CSBG Act Sections 676(b)(1)(B) and (C); (3)(B), (C) and (D); 676(b)(4), (5), (6), and (9)

California Government Code Sections 12747, 12760

Organizational Standards 2.1, 2.4

State Plan 9.3a, 9.3b, 9.4b, 9.6, 9.7, 14.1b, 14.1c, 14.3d, 14.4

1. Describe how your agency coordinates funding with other providers in your service area. If there is a formalized coalition of social service providers in your service area, list the coalition(s) by name and methods used to coordinate services/funding. (CSBG Act Sections 676(b)(1)(C), 676(b)(3)(C); Organizational Standard 2.1; State Plan 14.1c, 9.6, 9.7)

Housing First Solano Continuum of Care (CoC) is a local planning body that coordinates housing and services for individuals and families experiencing or at-risk of homelessness. The JPA is a joint powers authority formed via an MOU of the jurisdictions within Solano County to help oversee and coordinate homeless and social safety net services to the residents within Solano County. The JPA is the federally designated Collaborative Applicant and state appointed Administrative Entity for the CoC. JPA Board Members also serve on the CoC Board. As a result, the JPA works closely with CoC member organizations and other community partners to coordinate funding and the provision of services through regular CoC and JPA meetings, Committee Meetings, outreach, and communication through CoC, JPA and jurisdictional listservs.

The CoC acts as a formal coalition of social service providers and works to incorporate any and all agencies working to end homelessness and economic insecurity in Solano so that funding opportunities are widely distributed and services in the region are coordinated strategically. Through both CoC Board and General Membership meetings, JPA staff provide best practice technical assistance and capacity building, and service providers and other partners do peer sharing. Requests for Proposals are shared at meetings and open and fair processes are used to ensure equitable distribution of funding. JPA members also work closely with private non-profit agencies, faith-based organizations, healthcare providers, and other key partners in their local jurisdictions to coordinate services provision. Coordination and partnership with these organizations is a key aspect of their role as an administrative entity. In many cases, the JPA's funding allows for the development of programs that can be leveraged to complement other funding streams to allow participants to stabilize and achieve self-sufficiency. Internally, the flexibility of this funding allows the agency to conduct strategic planning and capacity building that has empowered the agency to grow significantly and advance its mission. See Appendix D for an example list of coordinating agencies.

2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding. (CSBG Act Section 676(b)(9), Organizational Standard 2.1; State Plan 14.1c, 9.6, 9.7)

The JPA acts as the administrative entity to approve, coordinate, and monitor the following funding streams: HUD CoC Program; California HCD Emergency Solutions Grant (Balance of State and CARES Act 1 & 2); California Emergency Solutions and Housing Program (CESH); California

Homeless Housing, Assistance and Prevention (HHAP) rounds 1, 2, 3 and 4; California Community Services Block Grant (annual and CARES Act); and Partnership Healthplan of California. The MOUs between the JPA and the funded entities include the awarded amount and the expected outcomes for the project, along with various reporting requirements to ensure client satisfaction and compliance with federal, state and local laws and requirements. The JPA and CoC also have the following MOUs regarding coordination of services: Workforce Development Board of Solano County (WDB); Coordinated Entry System (CES) Expansion; HMIS Oversight and Management; Solano County Office of Education (SCOE), and Childstart, Inc. (Head Start/Early Head Start). All service agreements are entered into in accordance with the JPA's procurement policies, which specify the methods of competitively procuring services and regulatory compliance.

With housing being one of the top priorities in Solano, the JPA recognizes the importance of coordinating services and funding to efficiently assist individuals in obtaining and maintaining employment. The JPA has an MOU with the Workforce Development Board of Solano County (WDB) that describes how the two will partner and work together to create a unified service delivery system that will best meet the needs of low-income individuals. Members of WDB often attend JPA meetings and collaborate with funded agencies. The JPA also oversees Solano's Coordinated Entry System (CES), the system where individuals experiencing housing instability or homelessness access services, including an assessment and potential referral. All JPA-funded agencies are required to participate in case conferencing and accept referrals through CES and the JPA encourages service providers to attend CES committee meetings. There are opportunities for agencies to come together to identify specific action steps to assist low-income households and collaborate around how to implement those steps. The JPA has an MOU with the CE Operator and with each jurisdiction within Solano County as the jurisdictions have funded an expansion of the system that includes additional staff as well as a landlord engagement fund.

The JPA is also the Homeless Management Information System (HMIS) Lead for Solano County, which means that the JPA has the responsibility to run the local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families experiencing homelessness and at risk of homelessness for the County. As the HMIS Lead, the JPA ensures that all of the necessary training is available and happens and that the system is secure and compliant with all relevant regulations. The JPA has an MOU with the Continuum of Care that establishes the roles and responsibilities for this position as well as agreements in place with each participating HMIS agency. The JPA has a contract in place with an expert in HMIS who helps to administer the system. Having access to the HMIS data allows the JPA to monitor and evaluate programs regularly to ensure low-income households are receiving the assistance they need. It also allows the JPA to evaluate gaps in services system-wide to target funding where it is needed and make improvements in the coordination of services. Maintaining the quality of the data in the system and completing all the reporting required by funders, including state and federal governments, ensures the region is eligible for additional funding for low-income individuals.

3. Describe how your agency ensures delivery of services to low-income individuals while avoiding duplication of services in the service area(s). (CSBG Act Section 676(b)(5), State Plan 9.3a, California Government Code 12760)

The CAP Solano JPA provides oversight and coordination of homeless and safety net services for the residents of Solano County and the seven cities within the County: Benicia, Dixon, Fairfield, Rio Vista, Suisun, Vallejo, and Vacaville. As the federally designated and state appointed Administrative Entity for the CoC, the JPA works closely with the Housing First Solano CoC board and member organizations and other community partners to coordinate funding and the delivery of services and to ensure non-duplication of services. As the County's Community Action Agency, this coordination includes the oversight and coordination of funding and services, allowing the JPA the ability to ensure that funding and services are provided in a strategic and non-duplicative manner. For example, the JPA conducted community planning processes during the past year to ensure the appropriate targeting of State Homeless Housing, Assistance and Prevention (HHAP) and Homeless and Housing Incentive Program (HHIP) funding, which included a review of CNA, CAP and HMIS data, an analysis of funding for housing and homeless service, and specific goal setting based on that analysis. This process and information has provided a foundation for the allocation of State funding as well as a more comprehensive strategic planning process that the JPA is currently engaged in that will set strategic priorities for the next five years.

Finally, staff of CSBG and other JPA-funded agencies participate in, and JPA/TAB staff facilitate, CoC and JPA meetings, including various Committee meetings. By virtue of being the clearinghouse for all housing and homelessness-related grants, the JPA is able to identify and monitor anti-poverty programs and ensure that programs are not duplicative in addressing the needs of the community.

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

The JPA secures funding from various federal, state, local, and private sources dedicated to addressing economic insecurity and homelessness, including more than \$18 Million in funding for FY2021- 2023. The funding leveraged by the JPA in addition to CSBG funding includes the federal HUD CoC Program; California HCD Emergency Solutions Grant (Balance of State and CARES Act 1 & 2); California Homeless Emergency Aid Program; California Emergency Solutions and Housing Program; California Homeless Housing, Assistance and Prevention rounds 1, 2, 3 and 4; California Community Services Block Grant (annual and CARES Act); Partnership Healthplan of California; and local funds from the County and six city jurisdictions to support CES. Funds from these sources are allocated in a strategic manner to increase programmatic and organizational capacity internally and communitywide.

The JPA will continue to pursue other funding sources to meet the needs of low-income households in Solano. In addition, the JPA has strategically allocated CSBG funding for FY 2022-23 to build the capacity of the JPA and the homeless system of care to leverage Federal and State funding in a comprehensive and performance-based manner. This shift was based on an internal assessment and planning process which concluded that the JPA would be better positioned to address community

priorities around economic insecurity and homelessness, and meet the needs of low-income community members, by leveraging CSBG funding to strengthen their capacity to identify and support service delivery improvements and increased system-wide collaboration and coordination. This shift has allowed the JPA to hire staff to support JPA and TAB activities, resulting in increased efficiencies that allow for strategic planning and resource development. Since implementing this shift, the JPA has been able to apply for new rounds of State funding and bring new HUD CoC funding into the community - supporting new permanent supportive housing units, rental assistance subsidies and support, street outreach, homelessness prevention, emergency shelter, services for survivors of domestic violence and trafficking, and system improvements to CES and HMIS.

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

In the case of reduced funding, the JPA will reevaluate current and potential funding sources to identify opportunities to fill critical gaps and work with the Continuum of Care and other partners to identify other options for delivering services to low-income households. Because the JPA is a group of local jurisdictions who help coordinate social safety net services, we are uniquely positioned to work together with other partners to help fill identified high risk needs and gaps. The JPA will also continue to aggressively pursue other funding sources to meet the needs of low-income households in Solano in the case of reduced funding. The JPA is consistently seeking out new sources of funding to support the system of care, such as the Homeless Housing, Assistance and Prevention (HHAP) and Homeless and Housing Incentive Program (HHIP) funding obtained recently.

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

CSBG subcontractors are required to document the volunteer hours dedicated to their program and report monthly to the JPA fiscal agent. The time TAB and JPA Board members and staff dedicate to Board activities and related CSBG work are also documented according to the meeting minutes and are reported to the JPA Board annually. The JPA fiscal agent submits this data as a part of the National Performance Indicator reporting requirements within the CSBG IS (Annual Report). The JPA will continue to track this data and it will continue to be reported out to JPA and TAB annually in publicly noticed open meetings.

7. Describe how your agency will address the needs of youth in low-income communities through youth development programs and promote increased community coordination and collaboration in meeting the needs of youth. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

The JPA recognizes the importance of addressing the needs of youth in low-income communities through youth-related services and promoting increased community coordination and collaboration in Solano. In recognition of this important service need, the JPA has consistently funded programs that support low-income families with children and youth in low-income communities.

Recent CA State funding has allowed the JPA to invest in strengthening youth-focused services

during the past few years, including:

- \$159,800 from CA Homeless, Housing Assistance and Prevention (HHAP) rounds 1 and 2 funding to support youth-focused street-outreach;
- \$501,260 from CA Homeless, Housing Assistance and Prevention (HHAP) rounds 3 and 4 funding to support youth-focused rapid rehousing and wrap-around services;
- \$449,326 from CA Homeless Emergency Aid Program (HEAP) funds was awarded to the VOICES program of the On the Move organization to address the independent living, housing, education, employment and wellness needs of transition-age homeless youth in a trauma-informed manner. VOICES is using the 5-year grant to launch and run a youth drop-in center in Solano County.
- \$222,298.54 in California HEAP funds were awarded to Vacaville Social Services Corporation, which focuses on two primary activities for youth: one designed to provide basic needs services directly to the youth being served and the other designed to strengthen an effective and collaborative youth outreach network.

The Housing First Solano CoC has also convened a Youth Advisory Board Core Planning Group with the support of JPA staff. This group is participating in CA Youth Advisory Board Workshops to support the development of a Solano YAB that will engage people with lived experience in all levels of the work to end youth homelessness, from programmatic on up to policy and legislative. Under the leadership of a member from the Solano County Board of Education, there has been forward movement in the planning stages of the YAB which includes monthly meetings with the Coordinated Entry System (CES) Manager, a member of the Lived Experience Committee (LEC) who is also a youth mentor, and the County Health and Social Services Mental Health Manager. Once the YAB is fully established there will be more active youth outreach to promote youth leadership and provide space for young people to develop new skills.

Furthermore, the coordination of services and support for youth/families with youth are managed by the Coordinated Entry System and supported by JPA/TAB staff and the needs of youth will continue to be assessed during intake by any CSBG-funded agency and addressed through collaborations with and referrals to other agencies. The Housing First Solano CoC also has MOUs with Childstart, Inc., a local Head Start provider, and the Solano County Office of Education to provide information on their services to CoC members and serve as a referral resource for childcare, educational support, and services.

8. Describe how your agency will promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs such as the establishment of violence-free zones, youth mediation, youth mentoring, life skills training, job creation, entrepreneurship programs, after after-school childcare. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b)

The JPA promotes increased community coordination and collaboration in meeting the needs of youth and innovative community-based youth development programs in Solano through funding allocations, collaboration with youth-focused service providers, and support for the development of a

Youth Advisory Board.

The JPA has allocated State funding, as well as past CSBG funding, to support agencies that provide trauma-informed youth development programs, including life skills, mediation and peer-to-peer mentoring, effective and collaborative street outreach to unhoused youth, and rapid rehousing rental subsidies with wrap-around services to support obtaining housing and housing retention. The JPA has also funded programs to provide basic needs services directly to youth and to provide family strengthening activities, youth enrichment, social and emotional learning, increase parental involvement, reduce chronic absenteeism, increase retention, increase quality job opportunities and produce empowered community change agents.

As the lead agency for the CoC, the JPA is responsible for planning and engaging the community in the biennial unsheltered Point-In-Time (PIT) Count of those experiencing homelessness. The JPA has included a youth-specific Count as part of this process and has engaged 11 unique service providers working with youth in Solano to determine what youth unsheltered homelessness looks like in Solano and how to best incorporate the voices of youth. These efforts make the data more impactful and create opportunities for collaboration. In addition, through the Housing First Solano CoC, the JPA supports ongoing collaboration between CoC member agencies and youth providers, including services coordination with Childstart, Inc. for Head Start and Early Head Start services, the Solano County Office of Education for K-12 educational support and services, and First 5 Solano regarding childcare and development services for children aged 0 to 5.

The JPA is further promoting increased community coordination and collaboration in meeting the needs of youth through supporting the development of a Youth Advisory Board (YAB). The YAB will engage people with lived experience in all levels of the work to end youth homelessness, from programmatic on up to policy and legislative, promote youth leadership and provide space for young people to develop new skills. Once established, the YAB will also seek youth specific funding to increase services and outreach.

9. Describe the coordination of employment and training activities as defined in Section 3 of the Workforce and Innovation and Opportunity Act [29 U.S.C. 3102]. (CSBG Act Section 676(b)(5); State Plan 9.4b)

To ensure that the employment training and placement needs of all low-income residents are met, the JPA coordinates such activities with the Workforce Investment Board of Solano, with whom the JPA has a MOU to partner regarding the provision of workforce development services through the Solano America's Job Centers of California (AJCC), the CoC, local jurisdictions, individual employment services providers, and other agencies. See Appendix D for a list of collaborating agencies. Most JPA-funded direct service programs provide participants with comprehensive case management that includes employment and job training opportunities and/or placement referrals. In addition, the JPA has funded programs that have a specific focus on employment and training services, including those that work with justice-involved individuals on finding employment, housing,

and other basic needs upon re-entry to help ensure stability and self-sufficiency.

10. Describe how your agency will provide emergency supplies and services, nutritious foods, and related services, as may be necessary, to counteract conditions of starvation and malnutrition among low-income individuals. (CSBG Act Section 676(b)(4), State Plan 14.4)

The JPA will coordinate with the Continuum of Care, local jurisdictions, individual housing and service providers, local faith-based organizations, and other local agencies, including the Food Bank of Solano, and private local vendors on the provision of emergency supplies and services, including nutritious food to the community and emergency supplies and services.

Emergency food and nutrition services will be available as stabilization supports to individuals and families from most JPA-funded providers. Providers will also help participating households access income supports, including CalFresh benefits, to help ensure that they have the resources needed to purchase healthy and affordable food. Training on how to connect households to mainstream benefits and stabilization supports is available to providers regularly through the JPA's technical assistance provider and JPA-funded providers are evaluated on their ability to do so.

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

The JPA recognizes the value of collaborating across communities regionally and throughout the State when addressing issues of economic insecurity and homelessness. JPA representatives participate on the Bay Area Regionalism Working Group to partner with other communities in the region in an effort to create regional solutions and strategies for addressing economic insecurity and homelessness. Solano, in collaboration with eight other Bay Area counties and 11 cities, are sharing data, exchanging collective knowledge, adopting regional program models, setting joint priorities for advocacy, and working to develop a unified message for communication. The Bay Area Regionalism Charter aims to ensure that: funding is allocated to impactful interventions; community resources are maximized through the reduction of service duplication; services are adequately tailored to the needs of persons experiencing homelessness; regional consensus is achieved regarding best policies based on causes, trends, and effects of mobility of the homeless population. Progress has been made in several key areas, including raising funding for the regional work, gathering shared HMIS data, reducing duplication, and setting common goals for advocacy. The JPA has also endorsed, along with the Solano County Board of Supervisors and the Housing First Solano CoC Board, the All Home CA Regional Action Plan to reduce the number of people experiencing homelessness and prevent homelessness among vulnerable low-income households. The JPA will continue to coordinate with other counties and agencies statewide on issues of economic and housing insecurity through membership in CalCAPA, CSAC, and other statewide bodies, participation in the Northern California Homelessness Roundtable – Peer Learning Communities, and through outreach to other communities when relevant. In addition, the JPA will continue to support agencies to make connections and referrals to our local LIHEAP provider, North Coast Energy Services, and assist participants with applications for LIHEAP, the PG&E CARE program, and other available forms of energy assistance.

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

Given that utility shut-offs are often a hidden driver of displacement from housing, a key role of the JPA and CSBG-funded providers is to connect participants with resources from the Low-Income Home Energy Assistance Program (LIHEAP) and other utility assistance programs. As such, providers assess the eligibility of participating low-income households in need of utility/energy assistance, make connections and referrals to our local LIHEAP provider, North Coast Energy Services, and assist participants with applications for LIHEAP, the PG&E CARE program, and other available forms of energy assistance. This assistance has been ever more important to ensure that households can sustain permanent housing and prevent homelessness. To support this, JPA-funded agency staff are provided training and information on LIHEAP and other assistance programs that can support their participant's housing retention.

13. Describe how your agency will use funds to support innovative community and neighborhood-based initiatives, which may include fatherhood and other initiatives, with the goal of strengthening families and encouraging effective parenting. (CSBG Act Section 676(b)(3)(D), State Plan 14.3d)

The JPA collaborates with many community-based organizations, as well as the Solano Health and Human Services Agency and First 5 Solano, to provide funded agencies and their participants with resources and information regarding innovative community and neighborhood-based initiatives to strengthen families and encourage effective parenting. In its RFPs, the JPA encourages applicants for funding to develop innovative community and neighborhood-based initiatives to serve low-income households and the JPA will prioritize innovative and effective initiatives within the identified priority needs in awarding funding. For example, the JPA has funded the Nurturing Fatherhood Program in Solano which provides an evidence-based training course for men to support effective skill-building for healthy family relationships and child development.

14. Describe how your agency will develop linkages to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations. (CSBG Act Section 676(b)(3)(B), State Plan 9.3b)

The JPA works collaboratively with jurisdictional and other local partners to pool and align services addressing economic and housing insecurity. Through supporting Solano's Coordinated Entry System and Homeless Management Information System with cross-jurisdictional funding, the JPA supports the coordination of services for the most vulnerable community members, including information, referrals, case management, and housing supports. The JPA also develops linkages among service providers addressing economic and housing insecurity through support for capacity building, training, technical assistance, and dedicated funds to ensure the community is able to coordinate services and fill any identified gaps. The JPA plans to leverage funding to continue to support and improve the Coordinated Entry System, with plans to support new access and outreach/in-reach points throughout the County to ensure full and equal access, expanded landlord engagement, incentives and risk mitigation funds, capacity building for CoC providers, HMIS

training and technical assistance support for providers, funding for annual Point-in-Time counts and regional strategic plan implementation through the JPA. In addition, key gaps identified in the CNA, such as the need for housing subsidies, childcare, transportation support, mental health, and health care will be addressed through linkages to partner agencies.

Monitoring

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

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

The JPA closely monitors all of its subcontractors to ensure that programs are meeting performance standards and that funding is being used to serve low-income individuals in a timely and effective manner. All funded programs sign a Subrecipient Agreement/MOU with the JPA which clearly identifies the expectations and responsibilities of each party under the grant terms. Under this MOU, subrecipients agree to "comply with all CAP Solano JPA program monitoring requirements and performance assessment activities including, but not limited to: semi-annual on-site review of files, financial documents, reports and other information in connection with grant funds and activities performed during or after the term of this MOU," and to allow CAP Solano JPA to inspect work performed during the term of the MOU and to provide information and documentation that the work being performed and that has been performed is in accordance with applicable Federal, State and/or local requirements and the MOU.

In cases where it is clear that an awardee will be unable to spend-down an award or use funding effectively, funding will be, and has been, re-distributed in a timely manner to ensure the best usage of the funds. The JPA fiscal agent provides CSBG funding and programmatic updates monthly to the JPA Board and quarterly to the TAB.

CSBG-funded subcontractors also receive an on-site program monitoring visit after the first year of receiving CSBG funding and a desk monitoring visit annually thereafter. The goal of this process is to identify problems, barriers, or any systemic factors that may exist for the provider in serving the low-income population. If, after the first six months, the evaluation indicates that a subrecipient is not meeting its performance objectives, the frequency of evaluations will increase as the JPA and TAB Boards determine what is appropriate. Feedback will be provided to the subcontractor during and after the monitoring visit. When service objectives are not met, an explanation must be provided and when appropriate, a plan of action intended to rectify the situation must be submitted. Overall, the monitoring process seeks to ensure funds are being used on CSBG eligible expenses, the low-income populations identified are being served in the manner planned, the fiscal integrity of the agency and homeless system of care, and the TAB/JPA can make timely adjustments regarding funding if needed.

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

The JPA requires its subcontractors to provide monthly outcome reports to ensure that the subcontractors are regularly spending down the funding and are serving low-income households in a timely and effective manner. If it is clear that an awardee will be unable to spend-down an award or

use that funding effectively, funding will be re-distributed. The JPA fiscal agent provides CSBG funding and programmatic updates monthly to the JPA Board and quarterly to the TAB.

CSBG-funded subcontractors also receive an on-site program monitoring visit after the first year of receiving CSBG funding and a desk monitoring visit annually thereafter. There are also periodic check-ins with a TA provider. The goal of this process is to identify problems, barriers, or any other factors that may prevent the provider from serving their target population. If, after the first six months, the evaluation indicates that a subrecipient is not meeting its performance objectives, the frequency of evaluations will increase as the JPA and TAB Boards determine what is appropriate.

The on-site monitoring visit includes the following:

- the overall management system,
- documentation related to activities undertaken,
- records demonstrating that activities meet the objectives of the CSBG program,
- documentation related to participants' eligibility,
- review of financial records, supporting documents,
- statistical records,
- outreach materials,
- and all other records pertinent to the agreement.

Feedback will be provided to the subcontractor during and after the monitoring visit verbally and in writing. When service objectives are not met, an explanation must be provided and when appropriate, a written plan of action intended to rectify the situation must be submitted. Adverse monitoring findings or corrective action plans are reported to the JPA and TAB. Overall, the monitoring process seeks to ensure fiscal integrity and to ensure that the overarching goals of the JPA are being met so that self-sufficiency and stabilization is achieved.

Data Analysis, Evaluation, and ROMA Application

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

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

The JPA utilizes a system that is comparable to the Results Oriented Management and Accountability (ROMA) cycle of evaluation, including assessment, planning, implementation, achievement of results, and evaluation, to evaluate the effectiveness of programs and services on an ongoing basis. **Assessment:** Beginning with the needs assessment and drafting of the biennial CNA/CAP, the JPA assesses the needs related to economic and housing insecurity in Solano through a variety of qualitative and quantitative data gathering methods. **Planning:** This allows for a foundation to build JPA capacity to create a holistic funding landscape to support the priorities identified in the CAP, a RFP process that brings needed services to the community, especially to low-income families and individuals, and to plan for strategic goals that will address community needs. **Implementation:** The JPA requires funding subrecipients to report outcomes regarding progress toward achieving the NPI goals on a monthly basis to ensure that their programs and services are achieving their objectives and providing the intended services for low-income persons as described in the subrecipient's RFP application. The implementation of policies and activities that meet planned strategic goals leads to the next phase - **Achievement of Results.** We measure results through appropriate monitoring and evaluation using HMIS, performance outcomes and other results-oriented data. **Evaluation:** The data from these ongoing monitoring activities, as reported in the CSBG Annual Report as well as other reporting systems and the JPA Annual Report, is then analyzed and discussed strategically at regular intervals and at the end of the year and JPA returns to assessing what the needs of the community are. Throughout this process, JPA staff keep up to date with evidence-based practices to continuously improve the effectiveness of programs and services.

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

The CAP Solano JPA reviews and considers feedback and data on the needs of low-income individuals and families, implements new programs, processes, policies and/or systems, and evaluates the results of such changes on a regular basis. Recently, the JPA has focused on systems level improvements to strengthen the JPA's impact on low-income individuals and families' capacity for self-sufficiency. Through performing a racial equity **assessment** in relation to homelessness in the County, the JPA identified racial disparities within the population and service provision. With that information, the Solano Racial Equity Action Lab (REAL) team

identify key intervention points and best practices and developed a work **plan** for addressing disparities. The **implementation** of that plan included capacity building for providers of services to understand the intersection of race and homelessness, authentic engagement of people with lived experience of homelessness and economic insecurity, best practices for connecting participants to mainstream benefits, landlord engagement, ensuring equal access, and working with survivors of domestic violence, among other topics. In addition, the JPA has provided technical assistance for those applying for JPA funding opportunities, such as supporting new providers and CoC applicants with a CoC 101 training to help introduce them to the local homeless system of care and the HUD CoC NOFO process. We are now **monitoring** the outcomes of this capacity building and technical assistance based on specific system performance measures. Through the assessment of those outcomes and **results** will move forward with ongoing planning, implementation, and monitoring to continue to address the disparities identified.

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

Following the development of the JPA's Neighbor's Helping Neighbors 5-year Regional Plan to Respond to Homelessness, which **assessed** and identified needs related to addressing homelessness in the County, the JPA convened a Strategic Leadership Group charged with **planning** and prioritizing strategies to address the identified needs. This group identified priorities and timelines for the identified needs, which included the prioritization of low-barrier emergency shelter. These priorities guided the JPA in their holistic funding plan and the identification of funding and resources to support addressing the need for shelter in the community. This strategically set the structure for JPA applications for funding that would support meeting this identified need and, once that funding was identified, requesting proposals from the community for **implementation** of strategies to meet those needs. Through this process, the JPA obtained funding and released requests for proposals from service providers to identify subcontractors who could implement the low-barrier, service rich shelter programming to fulfill the needs identified through the assessment process. Once a provider is identified and shelter programming is implemented, the JPA will **measure results** through ongoing monitoring and evaluation using HMIS, performance outcomes and other results-oriented data, and participant feedback. Data from these ongoing monitoring activities will be reported to the JPA on a regular basis and analyzed and discussed strategically at regular intervals, leading again to the assessment of community needs and ongoing planning, implementation and monitoring.

Response and Community Awareness

Diversity, Equity, and Inclusion

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

Yes

No

2. If yes, please describe.

In October 2020, an interdisciplinary collaborative team made up of CAP Solano JPA Board members, Housing First Solano CoC members, Solano County Health and Social Services staff, and other community partners came together as part of a Racial Equity Action Lab (REAL), supported by the Bay Area Regional Health Inequities Initiative (BARHII), Homebase, All Home, and the Federal Reserve Bank of SF. This team has continued to work together to collectively identify and implement goals and strategies to ensure racial and gender equity in service delivery and access to housing and services. The REAL Team participated in monthly learning and action sessions to build a collective understanding of the drivers of inequities in regional homeless response and identify key intervention points and best practices over a six-month period. As a result of this process, the Solano REAL Team focused on developing a CoC Lived Experience Committee (LEC) and addressing health disparities in relation to COVID. The REAL Team has continued to meet on a regular basis to work together on goals related to achieving greater equity within housing and homeless services in Solano County. Some of the specific actions that the Solano REAL team has taken include on-site homeless outreach events at shelters and encampments, presentations to homeless roundtables in Solano County cities (Vallejo, Vacaville and Fairfield), planning, outreach and development support for the LEC, and presentation of a training on the Intersection of Race and Homelessness for CoC members. REAL team members began participating in the Cal ICH Racial Equity Action Team initiative in early 2022 and identified goals to address disparities in access to permanent housing and provide authentic avenues for racially and ethnically diverse people (Black, Indigenous, Latinx, and other people of color) with lived experiences of homelessness to have input into decision making related to the homelessness system. A core team of Solano partners representing the CoC, Coordinated Entry System (CES), Solano County Behavioral Health, Lived Experience Committee, HMIS administrator and Black Chamber of Commerce is currently participating in Phase 2 of the CA Racial Equity Action Lab to focus on achieving equity goals related to housing and homelessness.

In addition to the REAL team, the Housing First Solano CoC has intentionally filled CoC Board seats with diverse members of the community including a representative of the Solano Black Chamber of Commerce, three persons with diverse lived experiences of homelessness, among others. The LEC, which is a standing committee of the CoC, also has a diversity mechanism to ensure that the membership has diverse racial and ethnic representation, as well as representation of various

experiences of homelessness from throughout the county. Other activities that are focused on building knowledge and capacity to ensure racial and gender equity in service delivery, housing placements, and housing retention, and changes to ensure equitable access to housing and services include:

- training on Racism and Advancing Racial Equity provided by Solano County Behavioral Health Equity Collaborative to CoC members,
- training on Fair Housing and Preventing Discrimination, Best Practices for Serving Survivors of Domestic Violence, the Violence Against Women Act (VAWA), Gender Identify and the Equal Access Rule,
- racial equity analysis data presentation and discussions at CoC Board meetings,
- participation in the CA Department of Housing and Community Development's (CA HCD) Racial Equity Foundation training
- points awarded on the CoC Local Competition scoring tool for projects who have identified barriers to participation for BI-POC and demonstrate a commitment to measuring and improving their response to racial disparities and biases, and
- support from the CoC to service providers to ensure that they provide culturally and linguistically accessible services, hire staff who are representative of the population served, and analyze programmatic data in relation to racial equity.

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

Yes

No

4. If yes, please describe.

The JPA CoC Policies and Procedures promote the development of Coordinated Entry outreach materials that meet the linguistic and cultural accessibility needs of our diverse target population and ensure equal access to JPA-funded services through compliance with the nondiscrimination and equal opportunity requirements in the Fair Housing Act, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and Title II of the Americans with Disabilities Act.

In addition, the Housing First Solano CoC Governance Charter seeks to ensure diverse Board representation, including representatives of nonprofit homeless assistance providers, the faith-based community, government, education, mental health, health services, criminal legal system, veterans, people with lived experience of homelessness, workforce development, affordable housing, domestic violence services, and the CES and states:

In the interest of representing a broad range of opinions and expertise, and to bring voices to the

table that are historically and presently marginalized, the CoC will strive to include persons who represent diverse populations who represent those listed below. The CoC may function without complete representation across all categories, while continuously striving to achieve membership diversity.

- Black, Indigenous, Persons of Color (BIPOC)
- Domestic Violence/Intimate Partner Violence Survivors
- Families with Minor(s)
- Immigrant Experience
- Lesbian/Gay/Bisexual/Queer (LGBQ)
- Transgender/Gender Variant
- Persons with a Disability
- Jail/Prison Reentry Experience
- Senior/Aging Adults
- Transitional Age Youth
- Veterans

Disaster Preparedness

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

Yes

No

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

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

Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

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

Needs of Youth

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

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

Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

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

State Coordination/Linkages and Low-income Home Energy Assistance

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

Community Organizations

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

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

State Assurances and Certification

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

For CAA, MSFW, NAI, and LPA Agencies

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

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

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

For MSFW Agencies Only

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

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

Organizational Standards

Category One: Consumer Input and Involvement

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

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

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

Standard 1.3 (Public) The department has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the tripartite board/advisory body, which may be met through broader local government processes.

Category Two: Community Engagement

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

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

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

Category Three: Community Assessment

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

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

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

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

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

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

Category Four: Organizational Leadership

Standard 4.1 (Private) The governing board has reviewed the organization's mission statement within the past 5 years and assured that:

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

Standard 4.1 (Public) The tripartite board/advisory body has reviewed the department's mission statement within the past 5 years and assured that:

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

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

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

Appendices

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

Document Title	Appendix Location
Copy of the Notice(s) of Public Hearing	A
Low-Income Testimony and Agency’s Response	B
Solano Quantitative Data re: Demographics, Economic and Housing Insecurity	C.1
Solano Qualitative Data re: Demographics, Economic and Housing Insecurity	C.2
Collaborating Agencies	D