

2022/2023
Community Needs Assessment and
Community Action Plan

California Department of
Community Services and Development
Community Services Block Grant



Contents

Introduction.....	3
Purpose.....	3
Federal CSBG Programmatic Assurances and Certification.....	3
State Assurances and Certification.....	3
Compliance with CSBG Organizational Standards.....	4
What’s New For 2022/2023?.....	4
Checklist.....	6
Cover Page and Certification.....	7
Public Hearing(s).....	8
Part I: Community Needs Assessment.....	10
Community Needs Assessment Narrative.....	11
Community Needs Assessment Results.....	15
Part II: Community Action Plan.....	17
Vision and Mission Statement.....	17
Tripartite Board of Directors.....	18
Service Delivery System.....	19
Linkages and Funding Coordination.....	20
Monitoring.....	23
Data Analysis and Evaluation.....	24
Additional Information (Optional).....	25
State Assurances and Certification.....	29
Organizational Standards.....	30
Appendices.....	32

Introduction

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

Purpose

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

Federal CSBG Programmatic Assurances and Certification

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

State Assurances and Certification

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

Compliance with CSBG Organizational Standards

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

What's New For 2022/2023?

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

Part I: Community Needs Assessment (CNA); and

Part II: Community Action Plan (CAP).

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

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

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

Revised and Reduced Narrative Sections. Every effort has been made to reduce the administrative burden of conducting a CNA and preparing a CAP during an active pandemic. Although these tasks are fundamental to CSBG and should not be overlooked, CSD is aware of the reduced capacity and other circumstances under which many of the agencies are functioning. CSD has removed questions, utilized check boxes when possible, and made some questions optional. Many questions about the federal and state assurances have been removed. However, agencies are still required to certify that they are in compliance with the assurances. In the sections pertaining to the Tripartite Board of Directors and Linkages, for instance, agencies may indicate whether there are changes to the response in the 2020-2021 CAP or whether they would like CSD to accept the 2020-2021 CAP response without adaptations. Please keep in mind that these flexibilities are made because of the COVID-19 pandemic and may not be utilized in future years.

Additional Information. CSD has added a section to address disaster preparedness and agency capacity building. While this information is not directly mandated by statute, it is important to know agencies have disaster response plans in place and are making efforts to increase their own capacities. Responses to these questions are optional.

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

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

Checklist

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

Part I: Community Needs Assessment

- Narrative**
- Results**

Part II: Community Action Plan

- Vision Statement**
- Mission Statement**
- Tripartite Board of Directors**
- Service Delivery System**
- Linkages and Funding Coordination**
- Monitoring**
- Data Analysis and Evaluation**
- Additional Information (Optional)**
- Federal CSBG Programmatic Assurances and Certification**
- State Assurances and Certification**
- Organizational Standards**
- Appendices**

COMMUNITY SERVICES BLOCK GRANT (CSBG)
2022/2023 Community Needs Assessment and Community Action Plan
Cover Page and Certification

Agency Name	
Name of CAP Contact	Rob Choate
Title	Administrative Services Associate
Phone	530-265-1645
Email	rob.choate@co.nevada.ca.us

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

03/09/2021

Board and Agency Certification

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

Dena Malakian		
Board Chair (printed name)	Board Chair (signature)	Date
Mike Dent		
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).

N/A		
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.

Public Hearing Guidelines

Notice of Public Hearing

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

Public Hearing

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

Guidance for Public Hearings During COVID-19

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

Public Hearing Report

Date(s) of Public Hearing(s)	June 22, 2021
Location(s) of Public Hearing(s)	Nevada County Board of Supervisors, Rood Center, 950 Maidu Ave., Nevada City, CA
Dates of the Comment Period(s)	June 12-22, 2021
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	
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 [resources](#) such as an online Community Needs Assessment Tool and information about conducting a needs assessment during the COVID-19 pandemic. The Partnership also has a [Data Hub](#) designed specifically for the community needs assessment process.

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

National and State 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	U.S. Department of Health and Human Services Data Portal
Baseline Census Data by County		National Low-Income Housing Coalition Housing Needs by State	National Center for Education Statistics IPEDS
California Department of Finance Demographics	California Attorney General Access RSS Data	California Department of Public Health Various Data Sets	California Governor’s Office Covid-19 Data
California Department of Education School Data via DataQuest		California Employment Development Department UI Data by County	

Community Needs Assessment Narrative

CSBG Act Sections 676(b)(3)(C), 676(b)(9)
Organizational Standards 1.1, 1.2, 2.2, 3.2, 3.3, 3.4
State Plan

1. How did the agency share the CAP, including the CNA, with the community, stakeholders, partner organizations? (Check all that apply.)

- The agency's website
- Posted on the agency's Facebook page
- Electronic reports were sent
- Printed copies were distributed
- Social media channels
- Other

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

The Nevada County Adult and Family Services Commission included current data specific to poverty and its prevalence related to gender, age, and race/ethnicity in the area by (1) reviewing our client characteristics in the 2020 CSBG annual report; (2) reviewing and analyzing publicly available data for up-to-date information; and (3) we surveyed our program participants about their needs.

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

The Nevada County Adult and Family Services Commission serves the County of Nevada.

4. 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 | Local Data Sets |
| <input checked="" type="checkbox"/> Census Bureau | <input type="checkbox"/> Local crime statistics |
| <input checked="" type="checkbox"/> Bureau of Labor Statistics | <input type="checkbox"/> High school graduation rate |
| <input type="checkbox"/> Department of Housing & Urban Development | <input type="checkbox"/> School district school readiness |
| <input type="checkbox"/> Department of Health & Human Services | <input type="checkbox"/> Local employers |
| <input type="checkbox"/> National Low-Income Housing Coalition | <input type="checkbox"/> Local labor market |
| <input type="checkbox"/> National Center for Education Statistics | <input type="checkbox"/> Childcare providers |
| | <input type="checkbox"/> Public benefits usage |
| | <input checked="" type="checkbox"/> County Public Health Department |

- Other online data resources
- Other

Other

California State Data Sets

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

Agency Data Sets

- Client demographics
- Service data
- CSBG Annual Report
- Client satisfaction data
- Other

Surveys

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

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

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

Surveys

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

Focus Groups

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

Interviews

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

Community Forums

Asset Mapping

Other

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

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

The Nevada County Adult and Family Services Commission collected and analyzed information from low-income individuals via two methods. First, the consultant collected and completed a preliminary analysis of data and presented it to the Commission for their consideration and input. Information gathered from low-income individuals/households included all of the AFSC generated data (participant needs assessment survey, CSBG Annual Report client characteristics and client satisfaction input).

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

A. Community-based organizations

The Nevada County Adult and Family Services Commission (AFSC) partners with community-based organizations (CBO's) to provide essential services to residents. These CBO's collect client satisfaction, demographic and outcomes data and submit that to the Commission on a quarterly basis as a component of receiving CSBG funding and as a contract requirement. The County and the Commission use this information to help guide funding priorities, including those programs/services that target the low-income population.

Community Survey: Initially, the Community Survey was available to program participants/clients for a two-week period in the fall of 2020; however, due to Covid, the response rate was not what we expected, so the survey period was extended another 30 days. The quantitative survey asked program participants to identify their household and community needs and to prioritize those needs. Ninety-eight surveys were completed by low-income persons and 129 surveys completed overall.

Stakeholder Survey: The Stakeholder Survey was sent to community stakeholders representing a variety of CBO's, faith-based entities, public sector, education sector, employment sector and private sector. The time period for response was two-weeks and for those that did not respond to the survey, a phone interview was conducted. The pandemic's shelter in place order made connecting with stakeholders a unique challenge. The qualitative survey asked stakeholders to identify the needs in their community from a provider perspective. Ten (10) responses were received.

B. Faith-based organizations

The County/AFSC contracts with faith-based organizations to provide services and as a term of their contract are required to provide client satisfaction, demographic and outcome data to the County on a quarterly basis.

Catholic Charities produces an annual report that aggregates data from their own sources, as well as trusted public documents, to give a detailed representation of poverty across the state. The data is separated by county for comparison purposes.

Stakeholder Survey: The Stakeholder Survey was sent to community stakeholders representing a variety of CBO's, faith-based entities, public sector, education sector, employment sector and private sector. The time period for response was two-weeks and for those that did not respond to the survey, a phone interview was conducted.

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

Stakeholder Survey: The Stakeholder Survey was sent to community stakeholders representing a variety of CBO's, faith-based entities, public sector, education sector, employment sector and private sector. The time period for response was two-weeks and for those that did not respond to the survey, a phone interview was conducted.

The County/AFSC works with many business associations that cater to established businesses and start-ups in specific industry sectors including technology, tourism, medical services and manufacturing. The County also works with regional partners that support local businesses including the Nevada County Economic Resource Council and the Northern Rural Training and Employment Consortium.

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

Departments within the County provide different information gathered from a variety of resources that inform the planning process throughout the year. The County also partners with Placer County and neighboring jurisdictions to share information and resources.

Stakeholder Survey: The Stakeholder Survey was sent to community stakeholders representing a variety of CBO's, faith-based entities, public sector, education sector, employment sector and private sector. The time period for response was two-weeks and for those that did not respond to the survey, a phone interview was conducted.

Census.gov/ACS: The American Community Survey is an ongoing survey that uses its data to reflect the changes and differences in communities across the nation. Through ACS, we can garner information about jobs and occupations, number of veterans, poverty levels, educational attainment, household status and other topics.

County Health Rankings: The County specific health rankings provide details that shape community conditions and identify differences in health that stem from barriers to opportunity.

Nevada County Demographic Report: The County releases a bi-annual report that includes data on health and wellness, education, housing, employment, transportation and other local data.

E. Educational institutions (local school districts, colleges)

The County/AFSC collaborates with Sierra College on youth and employment programs, including the recent Student Equity Plan that builds a plan to scale equity informed internships to prepare students to enter employment.

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

Clearly, Covid-19 has had a significant impact on poverty with so many residents reporting lost income and ongoing concerns about the pandemic and its duration. This falls in line with national surveys of Covid-19 impacts on low/moderate income households and communities, where more than half of respondents indicated that Covid-19 was a significant disruption to the economic conditions of the communities they serve and expected recovery to be arduous. Food insecurity remains a significant concern. Households can easily access available food programs, but often the amount of food obtained is inadequate for the household need.

Apart from the specific causes of poverty brought about as a result of Covid-19, there are many other causes of poverty and the following contributes to the poverty rate:

- Lack of decent paying jobs
- Lack of affordable housing
- Transportation
- Lack of educational attainment/barriers to educational attainment
- Substance abuse
- Poor health/disability
- High cost of living

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

The qualitative feedback provided by stakeholders through the Needs Assessment Process and analysis of quantitative community indicator data identified the following as key conditions of poverty and self-sufficiency in Nevada County’s economically disadvantaged communities:

Individual factors: individual factors, like those related to health, disabilities, culture of poverty, education and intelligence can have a significant impact on someone’s ability to move to self-sufficiency from poverty.

Social and Community Inequity factors: Social and community networks have a significant impact on employment opportunities and long-term income potential. Poverty is the economic and social exclusion of people. Social capital is indicative of relationships and the value of those relationships whether they are tangible or not. Persons with this valuable “social capital” typically have greater

access to education opportunities, jobs and other resources than people without social capital. In Nevada County, the community needs assessment confirmed that persons in low-income households have less economic opportunity as a result of less social capital.

The County/AFSC grantee programs are committed to providing a path to self-sufficiency for individuals and families who are in poverty. The majority of families living in poverty are working, but the annual wages for a full-time worker at minimum wage is \$27,040 and the 2021 Federal Poverty Line (FPL) for a family of 4 is \$26,500. The Cost of living in California is higher than most in the country. In Nevada County, the 50% of Area Median Income, the Very Low-Income category, for a family of 4 is \$44,900. An overview of other conditions of poverty includes:

- Covid-19 has caused significant economic disruption among low/moderate income communities and recovery is anticipated to be lengthy and difficult
- Low-income households would benefit greatly from improved access to programs such as CalFresh, CalWORKs, EITC and affordable housing and health care
- The aforementioned programs do not provide the level of support necessary to lift households out of poverty

12. Describe your agency's approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 6.4, State Plan)

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

Community Needs Assessment Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Table 1: Needs Table

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

Needs Identified	Level	Integral to Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Affordable housing for low-income individuals/families	Community & Family	Y	Y	Y
Access to good paying jobs, including vocational training and job placement	Family	Y	Y	Y
Public Transportation does not reach all sectors of the county and there aren't enough routes	Community	Y	N	N
Linkages to other programs and resources	Community	Y	Y	Y
Emergency assistance, specific to Covid-19 pandemic	Community	Y	Y	Y
Low income elderly or disabled persons need support in maintaining independence and daily living	Family	Y	Y	Y

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

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

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

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

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

Table 2: Priority Ranking Table

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

Agency Priorities	Description of programs, services, activities	Indicator(s)/Service(s) Category (CNPI, FNPI, SRV)
Affordable housing for low-income individuals/families	Develop additional affordable housing; implement capital development projects Maintain existing affordable housing for low-income seniors and families Case managed programs help homeless find short and long-term housing Provide grant development assistance to fund affordable housing projects	FNPI 4b, 4c, 4d No SRV category for the provision of affordable housing-not a service
Access to good paying jobs, including vocational training and job placement	Vocational job training Job search & placement	FNPI 1a, 1b, 1c, 1d SRV 1a, 1b, 1d, 1f, 1l, 1m
Low income elderly or disabled persons need support in maintaining independence and daily living	Case managed programs help seniors maintain independent living	FNPI 5f, 5g, 5h SRV 5ii, 5jj, 5j, 5i
Public Transportation does not reach all sectors of the county and there aren't enough routes	Not applicable	Needs do not meet a service category
Emergency assistance, specific to Covid-19 pandemic	Job training & placement Supportive services specific to disaster relief Access to relief resource	FNPI 1a, 1b, 1c, 1d, SRV 1a, 1b, 1d, 1f, 1l, 1m, 5jj, 7d, 7e, 7f,
<p>Agency Priorities: Rank your agency priorities.</p> <p>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.</p> <p>Indicator/Service Category (CNPI, FNPI, SRV): List the indicator(s) or service(s) that will be reported in annual report.</p>		

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.

The Nevada County Adult and Family Services Commission environs communities where all residents have access to quality education, affordable housing, healthcare, transportation, healthy food and a living wage.

- Through partnerships, people with low-income find resources, support, relationships and opportunities that aid them in overcoming economic and cultural barriers to establishing and maintaining self-sufficient lives
- Commitment to empowering those seeking assistance to achieve and sustain self-sufficiency
- Organizational excellence and continued improvement working with employees, the community, and partners.

2. Provide your agency's Mission Statement.

It is the mission of the Nevada County Adult and Family Services Commission to engage and empower our community to eliminate poverty, to create equity and prosperity, and to assist people in achieving self-sufficiency through direct services, advocacy and community partnerships.

Tripartite Board of Directors

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

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

State Plan

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

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

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

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

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

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

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

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

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

Service Delivery System

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

State Plan

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)

The County/AFSC's service delivery system for services coordinated using CSBG funds is comprised of independent non-profit governmental and faith-based delegate agencies, each having demonstrated a high level of expertise in working with the target population and the priority areas. Enrollment for CSBG programs is determined by an intake form which establishes the individual's income and program eligibility; this is paired with an evaluation of suitability for the non-profit's agency's program guidelines. Each delegate agency is required to adhere to all CSBG and County standards for eligibility determination, documentation, reporting, case management and efficacy, and is monitored for process, outcomes and fiscal integrity during each contract year.

The Service Delivery System is client-centered and based on the analysis of information on the Community Needs Assessment. Program participants are asked to provide input in the delivery of services through the CNA, as well as via client feedback surveys.

2. List your agency's proposed programs/services/activities that will be funded by CSBG. Include a brief explanation as to why these were chosen and how they relate to the CNA. (CSBG Act Section 676(b)(3)(A), State Plan)

Due to staffing demands, the County/AFSC plans on releasing a Request for Proposal in the fall of 2021 to determine the best approach to service provision that will meet the identified needs in the CNA. Organizational structure and the ability to provide public services has been altered as a result of Covid; therefore, it is necessary for the County/AFSC to reach out to local providers to determine availability, capacity and bandwidth. The priority areas will be the focus for the RFP, so needs identified in the process will be proposed in the RFP as target areas for services.

Linkages and Funding Coordination

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

California Government Code Sections 12747, 12760

Organizational Standards 2.1, 2.4

State Plan

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

The County/AFSC funds community-based organizations to provide a variety of services to low-income households. These services include case management, advocacy, educational support services, linkages to other support services, senior and youth services.

The delegates are awarded funding through a Request for Proposal process and often includes funding from the Community Initiative Funds (CIF) as a leveraged resource for specific, one-time projects in support of program services for low-income households.

Using CSBG funding, the County/AFSC provides administrative support for grant development efforts that brings forth funding for public services, public facilities, housing assistance and other supportive services to aid low-income individuals/households.

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

The County/AFSC does not utilize memoranda of understanding for delegates, but rather it utilizes professional service agreements which detail the funding, budget, reporting, insurance, monitoring and service provisions.

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

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

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

The County/AFSC would be significantly impacted by reduced CSBG funding. Approximately 505 of the CSBG funds are utilized to cover the County's administrative supports that provide the many necessary services (CSBG program admin/compliance, contracting, monitoring, fiscal, staff salaries, etc.) required for CSBG services to be available in Nevada County. Although a decrease in the support and flexibility of CSBG funding would alter the way we do business, the County is prepared to make necessary changes. In the event of reduced federal funding, the County will examine current and potential funding sources in the services are. The overall fiscal impact of eliminating CSBG would far outweigh its annual funding level, due to the agency's ability to leverage additional resources through its delegate awards.

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

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

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

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

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

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

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 child care. (CSBG Act Section 676(b)(1)(B), State Plan)

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

9. If your agency uses CSBG funding to provide employment and training services, describe the coordination of employment and training activities as defined in Section 3 of the Workforce and Innovation and Opportunity Act [29 U.S.C. 3102]. (CSBG Act Section 676(b)(5), State Plan)

Although the agency does not utilize CSBG funding for employment and training services or programs, the County is responsible for operating the CalWORKs program that contracts with the Alliance for Workforce Development to provide Workforce Investment Opportunity Act (WIOA) services. WIOA services are co-located with county staff to coordinate daily services. As a small county, employment services are only offered through one entity, the county, although strong linkages and collaboration are coordinated to ensure effective services are being delivered.

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

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

50% of the funding received for Covid relief has been obligated to support local food banks in response to household food needs during the pandemic.

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

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

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

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



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 County/AFSC collects quarterly outcome reports from all delegates who are funded through CSBG. These outcome and service measure reports allow the Commission and the non-profit to measure the program's success at meeting benchmarks and projected goals. Delegates are required to provide these reports using established outcome tools. In addition to the delegate reports, County staff implement regular monitoring practices. Monitoring combines qualitative and quantitative analysis of operations and provides technical assistance. Both program and fiscal monitoring occurs for each program during the program year.

Compliance monitoring ensures that the requirement of a specific agreement or document is met. This activity seeks to validate contract requirements, fiscal integrity, as well as ensuring that administrative guidelines and regulations are met. The individual conducting the monitoring reviews all pertinent regulations, the delegate agreement and all CSD bulletins before conducting monitoring activity.

Program monitoring reviews the quality and integrity of the program and the effectiveness of services to the target population. Program monitoring focuses on specific problems as they are discovered and determines the reason why performance varies from articulated goals. Problems identified during compliance, actual vs. projected, or fiscal analysis trigger program monitoring which engages problem-solving activities and technical assistance but could lead to corrective action plans.

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.

Organizations that receive federal or state funding from the County/AFSC submit quarterly outcomes reports. These outcome and service measure reports allow the Commission and the non-profit to measure the program's success at meeting benchmarks and goals. Delegates are required to provide these reports using established outcome tools.

Data Analysis and Evaluation

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

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

CSBG programs are monitored in four critical areas

1. Compliance with all CSBG policies and procedures
2. Achievement of projected program and service goals
3. Program management practices
4. Adherence to all County and CSBG fiscal policies and standard accounting practices.

Program compliance with CSBG policies and procedures is ongoing, but formally evaluated annually. Achievement of projected program and service goals is evaluated quarterly. Program management practices are evaluated independently for program and fiscal practices, annually. Program adherence to all County and CSBG fiscal policies and standard accounting procedures is evaluated annually. CSBG staff, and contracted consultants, are responsible for ongoing program evaluation. Evaluations of CSBG delegate agencies are conducted to determine the effect CSBG services had on the lives of low-income clients and if projected goals and objectives have been met. Reports received from program operators, client surveys, focus groups and interviews, and participant satisfaction surveys tell if the clients' needs are being met and goals achieved, provide information on the quality of services received, and indicate the clients' satisfaction with the overall program. All reports, client interview results and surveys will be summarized in a report which will be shared with County management, the AFSC Community Action Board and submitted to CSD on or before required due dates. By carrying out the evaluation, the County can assess the value and purpose of its programs and make administrative and programmatic adjustments for succeeding years.

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

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

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

N/A

Additional Information (Optional)

Disaster Preparedness

1. Does your agency have a disaster plan in place that includes strategies on how to remain operational and continue providing services to low-income individuals and families during and following a disaster?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. If so, when was the disaster plan last updated?
September 2020
3. Briefly describe your agency's main strategies to remain operational during and after a disaster.
The Continuity of Government (COG) and Continuity of Operations (COOP) Annex delineates responsibilities for maintaining legal governance by elected officials, legislative bodies, boards and commissions, etc., as well as for normal organizational operations (i.e., day to day business) during periods when normal office/governmental facilities are physically not available. COOP planning ensures that a public agency has the ability to continue providing essential functions and services even during such things as floods, wildfires, earthquake or terrorist incidents that have adversely affected public infrastructure.

Agency Capacity Building

1. Although the CNA focused on Community and Family Level needs, if your agency identified Agency Level need(s) during the CNA process, list them here.
Agency-level needs were not identified during the CNA process.
2. Describe the steps your agency is planning to take to address the Agency Level need(s).
N/A

Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

- i. to remove obstacles and solve problems that block the achievement of self-sufficiency (particularly for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);
 - ii. to secure and retain meaningful employment;
 - iii. to attain an adequate education with particular attention toward improving literacy skills of the low-income families in the community, which may include family literacy initiatives;
 - iv. to make better use of available income;
 - v. to obtain and maintain adequate housing and a suitable living environment;
 - vi. to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent individual and family needs;
 - vii. to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots
 - 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.

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

State Assurances and Certification

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

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

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

For MSFW Agencies Only

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

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

Organizational Standards

MAXIMUM FEASIBLE PARTICIPATION

Category One: Consumer Input and Involvement

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

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

Category Two: Community Engagement

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

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

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

Category Three: Community Assessment

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

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

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

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

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

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

VISION AND DIRECTION

Category Four: Organizational Leadership

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

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

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

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

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

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

Category Six: Strategic Planning

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

Appendices

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

Document Title	Appendix Location
Copy of the Notice of Public Hearing	A
Low-Income Testimony and Agency's Response	B
Nevada County Community Needs Assessment Survey	C
Nevada County Stakeholder Needs Assessment Survey	D
Community Needs Assessment Findings Report	E