



Alameda County - Oakland



Community Action Partnership (AC-OCAP)

Visit us on the web or contact us by email at AC-OCAP@oaklandnet.com

Vision Statement: To End Poverty within the City of Oakland and throughout Alameda County

Core Values: Community-Driven | Equitable | Collaborative | Impactful | Results-Driven

Our Promise: Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes Oakland and Alameda County a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

Administering Board Meeting (**Standing**) / Special Executive Committee Meeting

Monday, September 8, 2025, 5:30 p.m.

City Hall - 1 Frank H. Ogawa Plaza, Hearing Room 3

The Public May Observe and/or Participate in This Meeting by:

To make public comments, community members must do so in person at the published location.

To observe the meeting by video conference, please use the Zoom participation link:

<https://oaklandca.zoom.us/meeting/register/tZAoceGoqjMuH9ZfYCA4pl4vpyXA96Zf9Wz3>

Meeting ID: **845 6804 8452**

Board Members: Monique Rivera (Board Chair), Sandra Johnson (Vice-Chair), Andrea Ford (Treasurer), David Walker (Secretary), Councilmember Carroll Fife (Tonya Love), Supervisor Lena Tam (Cesley Ford-Frost), Supervisor Nate Miley (Angelica Gums), Councilmember Ken Houston, Dr. Kimberly Mayfield, Mitchell Margolis, Patricia Schader, Rana Bader Matly, and Michelle Edmond.

Pending Designation Reappointment: Elected Mayor (Barbara Lee), and District 5 (Councilmember Noel Gallo)

Board Vacancies: Low-Income Alameda County, Low-Income Alameda County District-at-large, and Low-Income Oakland District 1

Staff: ACA Sofia Navarro, Dwight Williams, Thea On, Maria Huynh, Jacqueline Jacobs, and Don Raulston.

DEFINITION OF TERMS:

- **Action Item:** motion or recommendation requiring official vote and approval of the Alameda County-Oakland Community Action Partnership Board to take effect.
- **Informational Item:** shall mean an agenda item consisting only of an informational report that does not require or permit board action.

The meeting is held in a wheelchair-accessible facility. Contact the Office of the City Clerk, 1 Frank H. Ogawa Plaza, Room 201, or call (510) 238-3611 (VOICE) or (510) 238-6451 (TTY) to arrange for the following services: Sign interpreters or Phonic Ear hearing devices for hearing impaired; 2) Large print Braille, or cassette tape text for visually impaired. Please refrain from wearing scented products to this meeting.



Alameda County – Oakland
Community Action Partnership (AC-OCAP)



AGENDA

A	5:30 p.m.	Call to Order/ Recite AC-OCAP Promise
B	5:35 p.m.	Roll Call/ Determination of Quorum
C	5:40 p.m.	Approval of the September 8, 2025, Meeting Agenda ACTION ITEM:
D	5:45	Approval of the (draft) Minutes for Alameda County-Oakland Community Action Partnership (AC-OCAP) Administering Board Meeting June 9, 2025 – Attachment D ACTION ITEM:
E	5:50 p.m.	Public Comment: (Specific Agenda Item(s): Audience Comment Period)
F	6:00 p.m.	Community Action Partnership Board (CAP) Updates: <ol style="list-style-type: none"> 1. Executive Committee <ol style="list-style-type: none"> a. AC-OCAP By-Laws Update b. NCAF Updates c. NCAF Annual Convention Takeaways (S. Johnson and M. Huynh) 2. Fund Development <ol style="list-style-type: none"> a. List of Prospect Foundations for Board Approval – Attachment - F2a ACTION ITEM: b. Nonprofit and other local agency funding c. Updates on Funding Research (other CAPs) and State 3. Program Planning <ol style="list-style-type: none"> a. Toy Drive Budget Proposal Approval – Attachment F3a ACTION ITEM: b. Toy Drive - Save the Date Flyer – Attachment F3b 4. Advocacy <ol style="list-style-type: none"> a. Legislative Update 5. December Meeting Location <ol style="list-style-type: none"> a. Alameda County Supervisor Lena Tam's office, San Leandro ACTION ITEM:

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Alameda County - Oakland



Community Action Partnership (AC-OCAP)

G	7:00 p.m.	Informational Item: <ol style="list-style-type: none"> Diana Maravilla Board Resignation Letter – Attachment G1
H	7:10 p.m.	Community Action Partnership Programming Updates (Maria Huynh) <ol style="list-style-type: none"> Board Vacancies: Low-Income Alameda County at large, Low-Income Alameda County, and Low-Income Oakland District 1 - Attachment H1 AC-OCAP Board Resolution 09-25 – Attachment H2 ACTION ITEM: Grantee Mid-Year Reports due 7/11/25 Draft of CAP Plan (Due date by: 9/22/25) - Attachment H4 ACTION ITEM: Grantee Site Monitoring Visits (August 18-October 6, 2025) Organizational Standards submitted on 8/28/25. CA Department of CSD On-site Monitoring Visit – Rescheduled to Mid-October 2025 Status of 2025 Amendment #2 to the Grant Agreement packages. Attachment H8 AC-OCAP Grantee's Non-Compliance to an Annual Independent Auditor's Report – Attachment H9 CalCAPA Annual Conference in Indian Wells, CA (11/3-11/6/25) Attachment H10
I	7:20 p.m.	Open Forum: (General Audience Comment Period)
J	7:25 p.m.	Announcements <ol style="list-style-type: none"> United Seniors of Oakland and Alameda County Alameda County Social Services/ /Board of Supervisors City of Oakland Board Members/Others
K	7:25 p.m.	Attachments <p> D Draft Minutes from June 9, 2025, Administering Board Meeting F2a List of Prospect Foundations for Board Approval F3a Toy Drive Budget Proposal F3b Toy Drive Save the Date Flyer G1 Diana Maravilla Board Resignation Letter H1 AC-OCAP Board Vacancies H2 AC-OCAP Board Resolution 09-25 H4 Draft CAP Plan 2026-2027 H8 Status of 2025 Amendment #2 to the Grant Agreement packages. H9 Grantee's Non-Compliance Annual Independent Desk Auditor's Report H10 CalCAPA Annual Conference 11/3-11/6/25 (Indian Wells, CA) </p>
L	7:30 p.m.	Adjournment <ol style="list-style-type: none"> Next In-Person Meeting: <u>October 13, 2025</u> ACTION ITEM:

The meeting is held in a wheelchair-accessible facility. Contact the Office of the City Clerk, 1 Frank H. Ogawa Plaza, Room 201, or call (510) 238-3611 (VOICE) or (510) 238-6451 (TTY) to arrange for the following services: Sign interpreters or Phonic Ear hearing devices for hearing impaired; 2) Large print Braille, or cassette tape text for visually impaired. Please refrain from wearing scented products to this meeting.



MINUTES



Alameda County-Oakland Community Action Partnership (AC-OCAP)

Administering Board Meeting (Standing)

Monday, June 9, 2025, 5:30 PM

City Hall - 1 Frank H. Ogawa Plaza, Hearing Room 3

Board Members Present: Monique Rivera (Chair), Sandra Johnson (Vice-Chair), David Walker (Secretary), Supervisor Lena Tam (Cesley Ford-Frost), Councilmember Carroll Fife (Tonya Love), Alameda County Supervisor Nate Miley (Angelica Gums), Rana Matly, Mitchell Margolis, Quantum Norwood, Patricia Schader, and Michelle Edmond.

Board Member Excused: Councilmember Ken Houston, Andrea Ford (Treasurer), and Diana Maravilla

Board Vacancies: Low-Income District 1 & District 6, Elected Mayor (Barbara Lee), and Elected District 5 (Councilmember Noel Gallo)

Guest(s): Lidit Awoke (Ken Houston, District 7), Ivory Williams, Ansar El Muhammad, Ansar Fyatuka, Clark A. Bowdry (Absolute Private Protection & Security), and Ryan Hughes (Alameda County, District 3).

Staff: Dwight Williams, Thea On, and Maria Huynh

- A. Call to Order/Recite Alameda County-Oakland Community Action Partnership (AC-OCAP) Promise**
Vice Chair S. Johnson called the June 9, 2025, Administering Board Meeting to order at 5:36 p.m. The AC-OCAP Promise was recited.
- B. Roll Call/Determination of Quorum**
Staff T. On performed Roll Call; QUORUM for Administering Board Meeting was established at 5:40 p.m.
- C. Approval of Agenda**
MOTION: To approve the June 9, 2025, Administering Board Agenda.
M/S/Carried: M. Margolis / S. Johnson / Motion Carried
- D. Approval of the Draft Minutes from the Alameda County-Oakland Community Action Partnership (AC-OCAP) Administering Board Meeting of May 12, 2025 (Attachment D)**
MOTION: To approve the minutes from the Administering Board Meeting on May 12, 2025, with a friendly amendment to item G1, Correction: "Motion to approve Michelle Edmond's membership to the board."
M/S/Carried: M. Edmond / M. Margolis / Motion Carried
- E. Public Comment: (Specific Agenda item(s): Audience Comment Period) – None**
- F. Community Action Partnership Board (CAP) Updates:**

1. Approval of CDBG Oakland District 6 Membership for CSBG, District 6 Dr. Kimberly Mayfield (Attachment F1)

MOTION: To approve Dr. Kimberly Mayfield's membership to the Board.

M/S/Carried: P. Schader / D. Walker / Motion Carried

2. Executive Committee

- a. **AC-OCAP By-Laws Update**—Chair M. Rivera mentioned that she, Q. Norwood, and P. Schader need to meet to finalize the bylaws. She noted that they now have the revisions and hard copies and will discuss next steps. They plan to review the edits first before presenting it to the Executive Committee, and finally have the city attorney review the bylaws before finalizing.
- b. **NCAF Updates** – Staff D. Williams mentioned an upcoming NCAF meeting tomorrow, where they will try to understand and plot a strategy for the CSBG (Community Services Block Grant) federal grant. D. Walker noted that their current approach is to stay under the radar and maintain bipartisan support for the funding. They discussed that the funding has not been cut and that national leadership is trying to preserve support for the program.
- c. **Joint Meeting – Fund Development** – None

3. Fund Development

- a. **Federal Funding Updates** – R. Matly presented a detailed report on potential funding sources for AC-OCAP. She discussed a list of foundations that align with AC-OCAP's mission, including:

- | | |
|-------------------------------------|---|
| • Bill and Melinda Gates Foundation | • Meta/Facebook (through Zuckerberg Initiative) |
| • Venture Equality | • Wells Fargo Foundation |
| • James Irvine Foundation | • Robert Wood Johnson Foundation |
| • Walter and Elise Haas Fund | • Blue Shield of California Foundation |
| • San Francisco Foundation | |

She suggested creating a Google Doc to collaborate on the list and noted that the Fund Development Committee would review and finalize the list of potential funding sources. The goal is to find foundations focused on poverty alleviation, economic mobility, and racial equity.

- b. **Nonprofit and other local agency funding** – None
- c. **Updates on Funding Research (other CAPs) and State** – None

4. Program Planning – Meeting Minutes May 21st (Attachment F4)

- a. **Community Action Month, Service Day, and Community Engagement** – Committee Chair A. Gums announced that they are planning a Toy Giveaway Event on December 13th in San Leandro. They are considering partnering with Lena Tam's office and Supervisor Miley's office for this event, which aims to provide toys for children aged 1 to 12. The committee intends to set up a gift registry for donations. A. Gums discussed shifting their focus to leverage support from other organizations. They are considering tabling at events and targeting seniors as a key demographic. Plans include collaborating with the East Bay Senior Center and the United Seniors of Oakland to enhance community visibility. Furthermore, the committee is exploring the possibility of partnering with St. Mary's Center to serve meals, although they are still awaiting a response regarding potential dates.

5. Advocacy – Meeting Minutes May 8th (Attachment F5)

- a. **AC-OCAP Sponsorship for the Initiative** - Committee Chair Q. Norwood discussed the process for state constitutional initiatives. He is proposing an amendment to the California Constitution aimed at addressing poverty and inequality. His goal is to create a commission dedicated to eliminating poverty and to include language that promotes welfare and strives to eradicate poverty. Q. Norwood

mentioned that he needs at least 25 initial signatures to submit the proposal to the Legislative Council. He estimates that around 800,000 signatures will be required to get the initiative on the ballot. He is actively seeking individual signatures from board members and community members and aims to submit the initiative by August 13th. He clarified that he is not necessarily looking for financial sponsorship from AC-OCAP; rather, he seeks individual signatures and support. While organizations can assist in sponsoring the initiative, they cannot initiate it. Q. Norwood is willing to reach out to 100 local organizations to collect signatures and believes that gathering these signatures should be relatively straightforward. He is open to collaboration but does not depend on other Community Action Partnerships. Q. Norwood is passionate about garnering support for this initiative to address poverty at the state constitutional level.

T. Love provided an update on legislative bills:

1. Bill Status:

- Most bills have passed out of the first committee and moved to the second committee.
- SB 239 was folded into SB 707 (teleconferencing bill)
The CalFresh EBT pilot did not pass out of appropriations due to budget constraints.

2. Specific Bills Discussed:

- AB 648 (student teacher housing exemption from zoning rules) passed the assembly, now in the Senate Education Committee.
- AB 880 (California paying contractors' bills if federal government opts out) passed the assembly, now in the Senate.
- SB 324 (requiring Medi-Cal to work with community-based organizations) passed the first house, now in the Senate.
- Regional Transportation Measure passed the Senate.

3. Additional Actions:

- Sent thank you letters to congressional members for supporting the BANK Act
- Submitted requests to county supervisors to support two bills.
- Offered to add board members to a Google Doc tracking the bills.

4. Immigration Rights:

- Mentioned Oakland's non-interference policy regarding federal actions.
- Noted protests were happening in Southern California, but no specific local actions were planned.

- b. **Budget Approval for the Advocacy Committee** – This item will be revisited at the Executive Committee Meeting on June 26, 2025.

G. Informational Item:

1. **Oath of Office and Form 700**—Staff T. On reported that all AC-OCAP Board members are now in compliance with Form 700.
2. **Request for Language Access** - Staff T. On mentioned that M. Francisco, the HSD Executive Assistant, had originally sent an email for the Language Access Plan asking board members and staff to indicate if they speak a second language besides English. This request was noted as voluntary, and T. On encouraged board members to respond to the email if they speak a language other than English.
3. **Board Roster (emailed)** – The updated 2025 Board Roster will be emailed to board members and staff.

H. Community Action Partnership Programming Updates:

1. **Board Vacancies: Low-Income Districts #1 and #6, Elected Mayor and District #7, and Private Sector (Dwight Williams)** - D. Williams addressed the status of board vacancies, noting the following details:

- District 1 is currently vacant.
- District 6 has been recently filled by Dr. Mayfield.
- District 7 will be represented by Councilmember Houston, who will attend the meetings personally.
- The Private Sector seat has been filled by Michelle Edmond.

Staff will follow up with Mayor Barbara Lee's office regarding the appointment for the mayor's seat. The board appears to be actively working to fill these vacant positions and ensure adequate representation across different districts and sectors.

2. **CAP Plan (Dwight Williams)** - D. Williams noted that the CAP Plan is due on June 30th and has requested a 30-day extension, making the new deadline July 31st. A Community Needs Assessment presentation is scheduled for June 25th at the West Oakland Public Library. The team has agreed to maintain the same goals as last year. They will be meeting with a consultant, Leticia Henderson, to assist with both the community needs assessment and the CAP Plan.

3. **Grantees 2024 Desk Audit and 2024 Outcomes, Maria Huynh (Attachment G3)** – Staff M. Huynh presented a comprehensive 2024 Desk Audit Analysis report with several key points:

1. Grantee Compliance:

- 17 total grantees
- 82% were compliant with requirements.
- 3 grantees were not compliant, primarily due to not having a single audit performed.

2. Specific Audit Findings:

- Community Works decided not to pursue the 2025 grant due to staff limitations.
- Some grantees have monthly meetings, others quarterly or bi-monthly.
- New grantees (Diamond, Off Change, The Window) struggled with the independent audit requirements.

3. Challenges and Insights:

- Collecting audit requirements involved multiple emails.
- Suggested cross-referencing programs among grantees
- Recommended a paradigm shift in resource allocation.
- Emphasized building capacity through investments in human services.

4. Grantee Outcomes:

- Highlighted challenges in affordable housing
- Noted that some employment programs exceeded expectations.
- Discussed success stories from various grantee programs

4. **Open Forum: (General Audience Comment Period)** – Community member Clark Bowdry from Absolute Private Protection & Security mentioned that he and some friends have been involved in training and security volunteering since 1993. His purpose for attending the meeting was to learn about different groups and committees, with the goal of becoming more involved and trying to replicate successful initiatives. He expressed interest in finding ways to help and was attending the meeting to understand more about the organization and its work.

I. Announcements:

a. United Seniors of Oakland and Alameda County:

S. Johnson:

- 24th Annual Convention on Friday, June 13, 2025, at Cherryland Community Center
- 22nd Annual Healthy Living Festival on September 25, 2025, at the Oakland Zoo (free for seniors 60 and older)

b. Alameda County Social Services/Board of Supervisors:

C. Frost:

- World Refugee and Immigration Day festival at Clinton Park on Saturday
- First town night of the year on June 27 at Clinton Park
- Supervisor Tam's team volunteered at community kitchens, preparing over 500 meals.

c. City of Oakland:

D. Williams:

- A Community Needs Assessment presentation on June 25th at the West Oakland Public Library.

d. Board Members/Others – None

J. Attachments

- D** Approval of the (draft) ABM Minutes on May 12, 2025
- F1** Approval of CDBG Oakland District 6 Membership Dr. Kimberly Mayfield
- F4** Program Planning (Meeting Minutes May 21st)
- F5** Advocacy (Meeting Minutes May 8th)
- G3** Grantees 2024 Desk Audit and 2024 Outcomes

K. Adjournment

a. The Next In-Person Meeting: **July 14, 2025**

MOTION: To adjourn the meeting at 7:21 pm.

M/S/Carried: T. Love / D. Walker / Motion Carried.

Here are **strong foundation prospects** for **Alameda County – Oakland Community Action Partnership (AC-OCAP)** to solicit funding for poverty alleviation efforts. These funders align with AC-OCAP's mission around **economic mobility, racial equity, community development, and systems change**:

1. Bill & Melinda Gates Foundation

www.gatesfoundation.org

Focus: Economic mobility, education, financial inclusion, racial equity

Why it's a fit:

- Committed to **reducing poverty and systemic inequality**
- Focuses on **place-based strategies** and scalable models for economic opportunity
- Actively funds U.S. initiatives promoting **economic mobility and racial equity**, particularly in urban communities
- Seeks partnerships with organizations driving **data-informed, community-driven solutions**

2. The James Irvine Foundation

www.irvine.org

Focus: Economic mobility for low-income Californians

Why it's a fit:

- Prioritizes **equitable workforce development, civic leadership, and housing affordability**
- Exclusive to California, with a focus on systems change and place-based efforts

- Supports public-nonprofit partnerships and community engagement

3. The Walter & Elise Haas Fund

www.haassr.org

Focus: Economic security, education, arts

Why it's a fit:

- Serves **Bay Area nonprofits** with a focus on **dignity and opportunity**
- Funds **job access, asset building, and family resilience** initiatives
- Supports multi-generational, community-rooted solutions

4. The San Francisco Foundation

www.sff.org

Focus: Racial and economic equity in the Bay Area

Why it's a fit:

- Deeply invested in **Oakland and Alameda County**
- Funds initiatives supporting **housing, economic inclusion, and community leadership**
- Champions **grassroots power-building** and equitable recovery

5. Chan Zuckerberg Initiative (CZI)

www.chanzuckerberg.com

Focus: Housing, education, economic justice, health

Why it's a fit:

- Invests in **Bay Area communities**, with an emphasis on racial equity and economic mobility
- Supports organizations with strong **community partnerships and data-based approaches**
- Prioritizes **systemic solutions** that can scale

6. Wells Fargo Foundation

www.wellsfargo.com/about/corporate-responsibility/community-giving

Focus: Financial health, small business, housing affordability

Why it's a fit:

- Funds efforts to **increase economic mobility and financial inclusion**
- Interested in **workforce development, homeownership, and neighborhood revitalization**
- Active funder in **California urban communities**, including Oakland

7. Y & H Soda Foundation

www.yhsodafoundation.org

Focus: Economic and social mobility in Alameda and Contra Costa counties

Why it's a fit:

- Exclusively focused on AC-OCAP's service area
- Funds **immigrant inclusion, economic empowerment, and nonprofit capacity-building**
- Values **collaboration and grassroots engagement**

8. Robert Wood Johnson Foundation

www.rwjf.org

Focus: Health equity, social determinants of health, economic stability

Why it's a fit:

- Supports programs linking **health, housing, income, and community stability**
- Interested in **systemic approaches to poverty reduction**
- Funds both **direct service and policy/advocacy** work

9. Blue Shield of California Foundation

www.blueshieldcafoundation.org

Focus: Health equity, domestic violence prevention, economic security

Why it's a fit:

- Prioritizes **California-based, community-led solutions**

- Interested in **multi-sector coordination**, especially in underserved regions
- Emphasizes **inclusive systems change** and **preventative approaches to poverty**

10. MacKenzie Scott / Yield Giving

www.yieldgiving.com

Focus: Unrestricted grants to high-impact, equity-focused nonprofits

Why it's a fit:

- Has donated over **\$17 billion** to nonprofits tackling **poverty, racial justice, health equity, and education**
- Prioritizes **community-based organizations** that are **underfunded but high-performing**
- Emphasizes **trust-based philanthropy**, offering large, **unrestricted grants** without burdensome applications
- Known for funding organizations serving **communities of color and women-led households**—directly aligned with AC-OCAP's focus

Note: MacKenzie Scott does not accept unsolicited proposals, but her team conducts research and reaches out directly to selected nonprofits. However, ensuring AC-OCAP's **public visibility, impact data, and community voice** are well-communicated (e.g., through media, annual reports, and partners) **increases the chances of being identified**.

Holiday Toy Drive Event Proposal

Overview – The Alameda County – Oakland Community Action Partnership Board Program Planning Committee would like to host a holiday toy drive at the end of the year. We will be serving families with small children, ages 0 to 12, with 500 toys.

Toys for donation can be purchased through an online registry created by the AC-OCAP Program Planning Committee (PPC). We are also accepting monetary contributions from AC-OCAP board members.

The PPC is requesting approximately \$3,000 from the Board for event materials, including funds to purchase a limited number of toys. Please see below for details.

Event Date – December 13th, 9 am – 6 pm

Location – Supervisor Lena Tam’s Office

Budget –

Item	Amount
Toys	
Toys aged 2 to 4 average cost, \$15.00 x 40	\$600
Toys ages 5 to 7 average cost, \$25.00 x 35	\$875
Toys ages 8 to 12 average cost, \$30.00 x 25	\$750
Tax	\$229
Total for Toys	\$2454
Gift Bags	
Peppermint sticks, 400	\$70
Hot chocolate, 600 packages	\$120
Popcorn microwave, 308 packages	\$119
Candy 9 lbs. about 3 pieces per bag	\$75
Gift bags	\$20
Tax	\$4.40
Total for Gift Bags	408.40
Cumulative Total	\$2862.40

Event Timeline –

Meeting/Activity	Date	Outcome	Status
Program Planning Committee Meeting	June 11 th	Instructed to provide a detailed budget and overview of the event to submit to the administrating board meeting on July 14 th	Completed
Administrating board meeting	July 14 th	No quorum – event budget and overview not approved	Completed
Program Planning Committee Meeting	July 16 th	Advised by staff to resubmit updated budget with more details on the event, including timeline, to the Executive Committee for approval	Completed
Executive Committee Meeting	July 24 th	TBD	In progress
Send save the date and letter to elected officials and city/county departments requesting toys	August 8 th	TBD	In progress
Accepting toy donations	August 8 th to November 24 th	TBD	In progress
Request for toys application and official event flyer sent out to the community	October 1 st , with a deadline of October 31 st .	TBD	In progress
Announcement to families who have been selected	November 24 th to December 1 st .	TBD	In progress
Event Day	December 13 th - 9 am – 6 pm	TBD	In progress

Save the date!

Holiday

Toy Giveaway

FAMILY * FUN * MUSIC * SNACKS * TOYS

WHEN

December 13, 2025
9 AM – 6 PM

WHERE

Alameda County Supervisor
Lena Tam's Office
San Leandro

The Alameda County-Oakland Community Action Partnership Board is giving away toys to families in need this holiday, and we would greatly appreciate your support with donating a toy! More details to be shared soon.

Contact Angelica Gums at 510.974.3044 with any questions.

Diana Maravilla
574 Empire St.
San Lorenzo, CA
510-816-0191
dmaravilla@slzsd.org

7/10/2025

To:
Monique Rivera
Board Chair
150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612

Subject: Resignation from the Alameda County – Oakland Community Action Partnership Board

Dear Board Chair Ms. Rivera,

I am writing to formally resign from my position as a board member of the Alameda County – Oakland Community Action Partnership, effective 7/11/2025.

Serving on the board has been a rewarding experience, and I am grateful for the opportunity to contribute to the AC-OCAP team. As you and the rest of the board are aware, I have recently stepped into a new role as a mother and will need to dedicate my time to this new journey. I am happy to assist in any way I can with sharing the opportunity to serve on the AC-OCAP to my network of contacts, particularly to represent the unincorporated community of Alameda County.

Thank you for the opportunity to serve. I wish you and the AC-OCAP board continued success.

Sincerely,
Diana Maravilla, MPH



ALAMEDA COUNTY – OAKLAND COMMUNITY ACTION PARTNERSHIP

ANTI-POVERTY BOARD MEMBERSHIP TERMS

OFFICER	NAME/TERM START	START	TERM END	SECTOR	NOTIFICATION STATUS
	VACANT	01/01/22	12/31/24	Low Income (Oakland District 1)	B. Cook appointed 2/14/22, B. Cook resigned 12/9/2024
	Mitchell Margolis ('20)	01/01/25	12/31/27	Low Income (Oakland District 2)	M. Margolis appointed 2/10/20. Membership approved 4/14/2025
SECRETARY 1/25-12/26	David Walker ('20)	01/01/23	12/31/25	Low Income (Oakland District 3)	Special Vacancy - D. Walker appointed 01/13/23, Board officer elected 12/9/2025
	Rana Bader Matly (25)	01/01/25	12/31/27	Low Income (Oakland District 4)	Membership approved December 9, 2025
CHAIR 01/25-12/26	Monique Rivera ('10)	01/01/25	12/31/27	Low Income (Oakland District 5)	Re-appointed 12/19, Board Officer Re-elected 12/14/20. Assumed Office of Board Chair May 5/9/22. Assumed office of Board Chair 12/9/2024
	Kimberly Mayfield '23	01/01/25	12/31/27	Low Income (Oakland District 6)	Kimberly Mayfield, Membership approved 6/9/2025
	Patricia Schader ('22)	01/01/25	12/31/27	Low Income (Oakland District 7)	Membership approved July 11, 2022. Membership Approved 2/10/2025
	(Pending Appointment) Oakland Mayor Barbara Lee	01/01/25	01/01/27 Mayoral term ends 12/01/29	Elected City of Oakland Mayor	Mayor Lee Elected 5/2225
	(Tonya Love '21) Carroll Fife (21) District 3, Councilmember	01/01/25	01/01/27 (Council Term Ends 12/31/29)	Elected Councilmember	T. Love appointed 3/8/21, T. Love reappointed 4/14/2025
	(Pending Appointment) Noel Gallo (15) District 5, Councilmember	01/01/25	01/01/27 (Council Term Ends 12/31/29)	Elected Councilmember	Josephine Guzman appointed 3/10/25. J. Guzman resigned 5/30/25
	Ken Houston (25) District 7, Councilmember	01/01/25	01/01/27 (Council Term Ends 12/31/29)	Elected Councilmember	Ken Houston appointed self, 5/12/2025
	(Cesley Ford-Frost '23) Lena Tam, District 3, County Supervisor	01/01/23	01/01/25 (Council Term Ends 12/31/29)	Elected County Supervisor	C. Ford-Frost appointed 7/10/23
	(Angelica Gums) Nate Miley ('12) District 4, County Supervisor	01/01/25	01/01/27 (Council Term Ends 12/31/29)	Elected County Supervisor	Appointed 12/20/11. A. Gums reappointed 2/10/2025
	SPECIAL VACANCY	01/01/23	12/31/25	Low Income (Alameda County)	William B. (Quantum) Norwood Membership approved 10/9/23. Q. Norwood resigned 6/10/2025
	SPECIAL VACANCY	01/01/24	12/31/26	Low Income (Alameda County)	D. Maravilla Membership approved 03/05/24. D. Maravilla resigned 6/2025
TREASURER 01/25-12/26	Andrea Ford ('05)	01/01/25	12/31/27	Private (Social Services)	Re-Appointed 12/18 and 1/22, 12/14/20 Board Officer Re-elected 1/1/22, Board officer Re-elected 12/9/2024, Reappointed 2/24/25
VICE CHAIR 01/25 -12/26	Sandra Johnson ('02)	01/01/23	12/31/25	Private (United Seniors)	Appointed 12/12/16, 12/9/19, 12/14/20 Board Officer Re-elected 12/2/22, Re-elected 12/9/2024
	Michelle Edmon ('25)	01/01/25	12/31/27	Private Sector	Michelle Edmond Membership Approved 5/12/2025

Eighteen (18) Board Members serve a 3-year staggered term. Notification for the term end date shall occur 60 days prior. Board members are not appointed. Board Officers serve a 2-year term. Board Officer Elections are held biannually in December. 2025 Election: Chair; Monique Rivera, Vice Chair; Sandra Johnson, Secretary; David Walker and Andrea Ford, Treasurer. Community Members are not appointed. Federal Mandate (Public Law 105-285, Oct. 27, 1998, SEC. 676B) "1/2 of the members are (low-income) persons chosen in accordance with a democratic selection procedure, 1/3 are elected public officials, and 1/6 are other major groups" **2025 Membership Terms – Revised 8/22/25.**

**ALAMEDA COUNTY-OAKLAND
COMMUNITY ACTION PARTNERSHIP (AC-OCAP)
RESOLUTION NO. 09-25**

**THE AC-OCAP ADMINISTERING BOARD IS AUTHORIZING THE CITY OF OAKLAND'S
ASSISTANT CITY ADMINISTRATOR, INCLUDING INTERIM/ACTING ASSISTANT CITY
ADMINISTRATOR, AS THE AUTHORIZED SIGNING AUTHORITY.**

WHEREAS, the ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP is determined to authorize signing authority to the City of Oakland Assistant City Administrator, including any Interim/Acting Assistant City Administrator.

NOW, THEREFORE, BE IT RESOLVED, that the ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP hereby authorizes and approves the Assistant City Administrator of the City of Oakland, including Interim/Acting City Administrator, to make, execute, endorse, and deliver in the name of and on behalf of the ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP, all written instruments, agreements, documents, transfers, assignments, contracts, obligations, certificates, and other instruments of whatever nature entered into by the ALAMEDA COUNTY-OAKLAND COMMUNITY ACTION PARTNERSHIP.

PASSED AND ADOPTED on this _____ day of _____, 2025.

AC-OCAP Administering Board Chair / Presiding Officer

Signature: _____

Date: _____

Alameda County - Oakland Community Action Partnership (AC-OCAP)



2026-2027 Community Action Plan

California Department of Community Services
and Development

Community Services Block Grant (CSBG)



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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

DRAFT

COMMUNITY SERVICES BLOCK GRANT (CSBG)
2026/2027 Community Needs Assessment and Community Action Plan
Cover Page and Certification

Agency Name	Alameda County-Oakland Community Action Partnership
Name of CAP Contact	Sofia Navarro
Title	Assistant City Administrator
Phone	510-238-3474
Email	SNavarro@oaklandca.gov

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

06/25/2025

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 2026/2027 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)

Monique Rivera		
Board Chair (printed name)	Board Chair (signature)	Date
Dwight Williams		
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	

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)	June 25, 2025
Location(s) of Public Hearing(s)	West Oakland Public Library
Dates of the Comment Period(s)	August 29 - September 6, 2025
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	City of Oakland Website, Facebook, Twitter, Internal City of Oakland newsletters
Date the Notice(s) of Public Hearing(s) were published	May 28, 2025
Number of Attendees at the Public Hearing(s) (Approximately)	9 (excluding board and staff)

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)

The Alameda County-Oakland Community Action Partnership (AC-OCAP) utilized the five-year Census American Community Survey (ACS) 2019-2023 data to establish a baseline assessment of poverty in Alameda County. To complement this analysis, AC-OCAP incorporated Race/Ethnicity demographic data for Alameda County residents (2019-2023), which provided a clearer understanding of how poverty impacts diverse communities. Additional data sources included:

- California Employment Development Department (EDD)
- California Department of Education
- California Department of Justice
- Alameda County Public Health Department
- Alameda County Social Services Agency
- First 5 of Alameda County
- Healthy Alameda County's Health Policy Survey (2023)
- Fair Market Rent documentation
- Unhoused population data
- Alameda County Community Food Bank

This comprehensive data set was disaggregated by race/ethnicity and further analyzed by gender, age, and household type to identify the intersections of poverty across demographic groups. The analysis highlighted stark socio-economic disparities and inequities stratified by race, which were most prevalent in cities with higher concentrations of low-income individuals and families.

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 Alameda County-Oakland Community Action Partnership (AC-OCAP) service area includes all of Alameda County, excluding the City of Berkeley.

Table 1 provides an overview of the cities and unincorporated areas within AC-OCAP's service area, along with the City of Berkeley for reference. Table 2 illustrates the percentage of residents living below the federal poverty level (FPL) in each city/unincorporated area between 2019 and 2023.

Although Berkeley reports the highest poverty rate in Alameda County, this figure is largely attributed to the student population, many of whom are not considered low-income in the traditional sense. By contrast, Oakland, the largest city in Alameda County, contains multiple concentrated pockets of poverty, particularly in West Oakland, North Oakland, and East Oakland (see Map 1). These areas reflect elevated needs, especially in neighborhoods with significant homeless encampments.

Beyond Oakland, other areas with notable poverty concentrations include Ashland, Hayward, and the unincorporated community of Cherryland (see Map 2). Further compounding these challenges, Graph 1 highlights that in 2022, available interim housing beds met only 57% of the need among unhoused individuals in Alameda County. This gap underscores the urgent demand for expanded housing and supportive services for vulnerable residents across the county.

Table 1: Race/Ethnicity Breakdown of Alameda County Cities and Unincorporated Areas

City or Unincorporated Area	Total Population (2020)	Am Indian/ AK Nat.	Asian	Black/ AA	Latinx	NHPI	Some Other Race	Two+ Races	White
Alameda County	1,682,353	0.9%	32.2%	9.9%	23.3%	0.7%	12.9%	11.3%	32.0%
Alameda City	78,320	0.5%	31.3%	6.1%	12.4%	0.5%	4.9%	10.5%	42.1%
Albany	20,271	0.4%	29.0%	4.1%	12.9%	0.3%	4.7%	13.2%	44.3%
Ashland*	28,823	0.6%	24.3%	14.7%	46.1%	1.1%	22.7%	9.4%	10.3%
Berkeley	124,321	0.7%	20.5%	7.5%	12.0%	0.4%	4.8%	8.7%	53.0%
Castro Valley*	66,441	1.0%	31.4%	9.4%	16.9%	0.2%	4.1%	9.9%	36.7%
Cherryland*	15,808	1.0%	11.0%	10.2%	54.1%	2.6%	28.7%	10.4%	19.9%
Dublin	72,589	0.4%	53.0%	3.7%	9.6%	0.4%	2.2%	7.4%	28.8%
Emeryville	12,905	0.4%	29.2%	19.2%	9.5%	0.2%	4.3%	5.5%	37.0%
Fairview*	11,341	0.6%	20.1%	20.6%	21.2%	0.0%	10.4%	10.5%	33.3%
Fremont	230,504	0.5%	61.4%	2.8%	12.5%	0.6%	7.1%	6.1%	18.6%
Hayward	162,954	0.9%	28.9%	9.5%	38.9%	2.0%	22.4%	10.8%	15.9%
Livermore	87,955	0.6%	14.8%	1.8%	22.8%	0.6%	6.0%	10.5%	55.0%
Newark	47,529	0.8%	38.8%	3.5%	29.2%	1.8%	15.5%	11.1%	22.2%
Oakland	440,646	1.0%	15.7%	22.0%	27.2%	0.5%	17.9%	9.4%	28.6%
Piedmont	11,270	0.0%	20.6%	1.4%	3.2%	0.1%	0.1%	4.4%	70.7%
Pleasanton	79,871	0.6%	39.1%	1.9%	10.8%	0.5%	3.3%	7.3%	43.5%
San Leandro	91,008	0.9%	34.4%	10.3%	27.6%	1.7%	12.5%	9.2%	21.5%
San Lorenzo*	29,581	0.9%	28.8%	3.8%	42.0%	1.1%	17.2%	9.5%	21.0%
Sunol*	922	0.3%	11.3%	0.4%	5.3%	0.0%	0.6%	2.9%	80.2%
Union City	70,143	0.7%	55.5%	4.8%	20.3%	1.0%	11.8%	7.6%	14.7%

Graph 1: Source: Alameda County 2023 Affordable Housing Needs Report, California Housing Partnership (chcp.net)

HOUSING FOR PERSONS EXPERIENCING HOMELESSNESS

In 2022 in Alameda County, there were only **5,708 beds** available in the interim and permanent housing supply for persons experiencing homelessness.

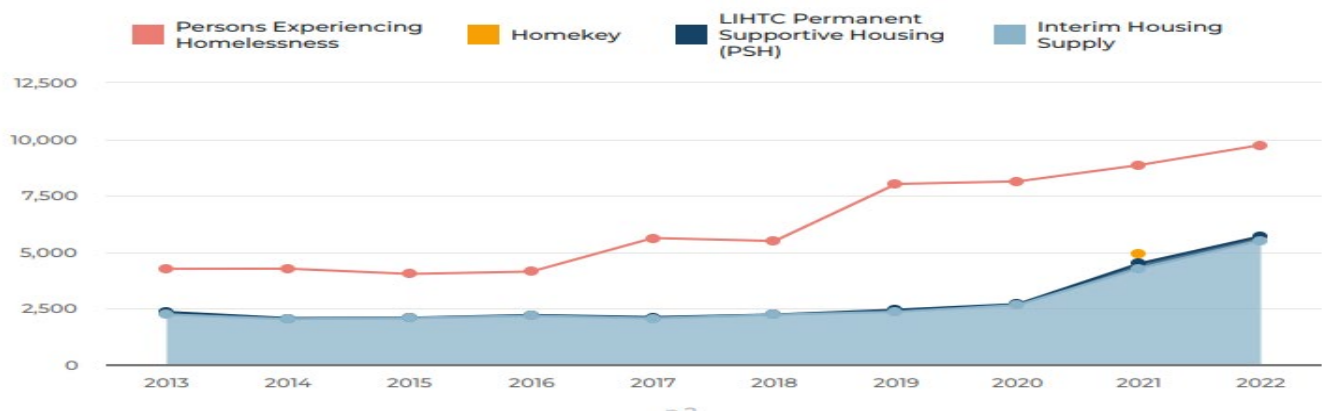
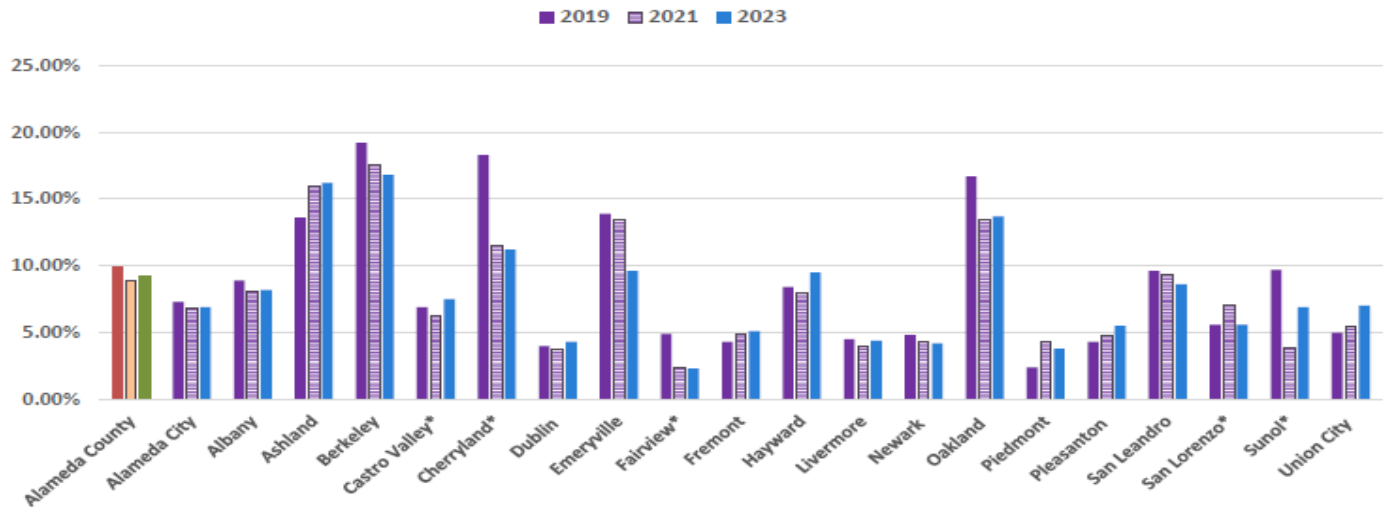


Table 2

Residents Living in Poverty in Alameda County by City and Unincorporated Area

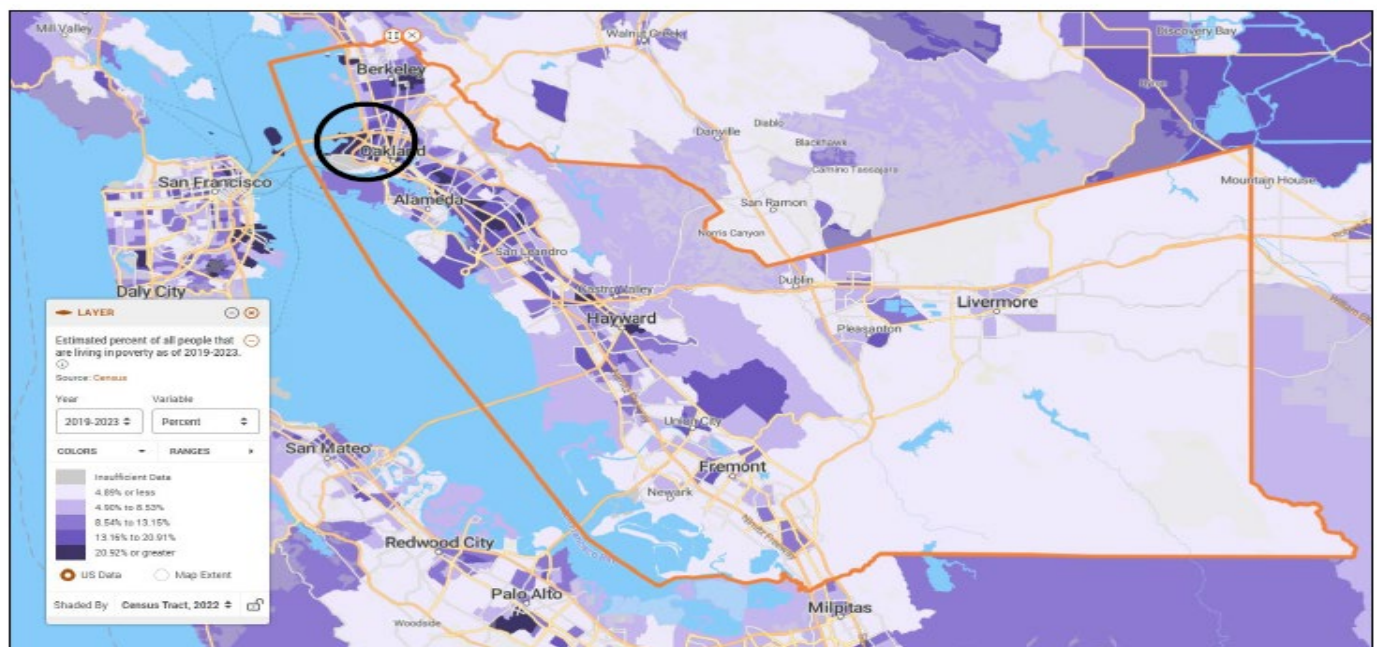


Note: Berkeley poverty is overstated due to the number of college students
 * Unincorporated areas

2025 Community Needs Assessment

www.AC-OCAP.com

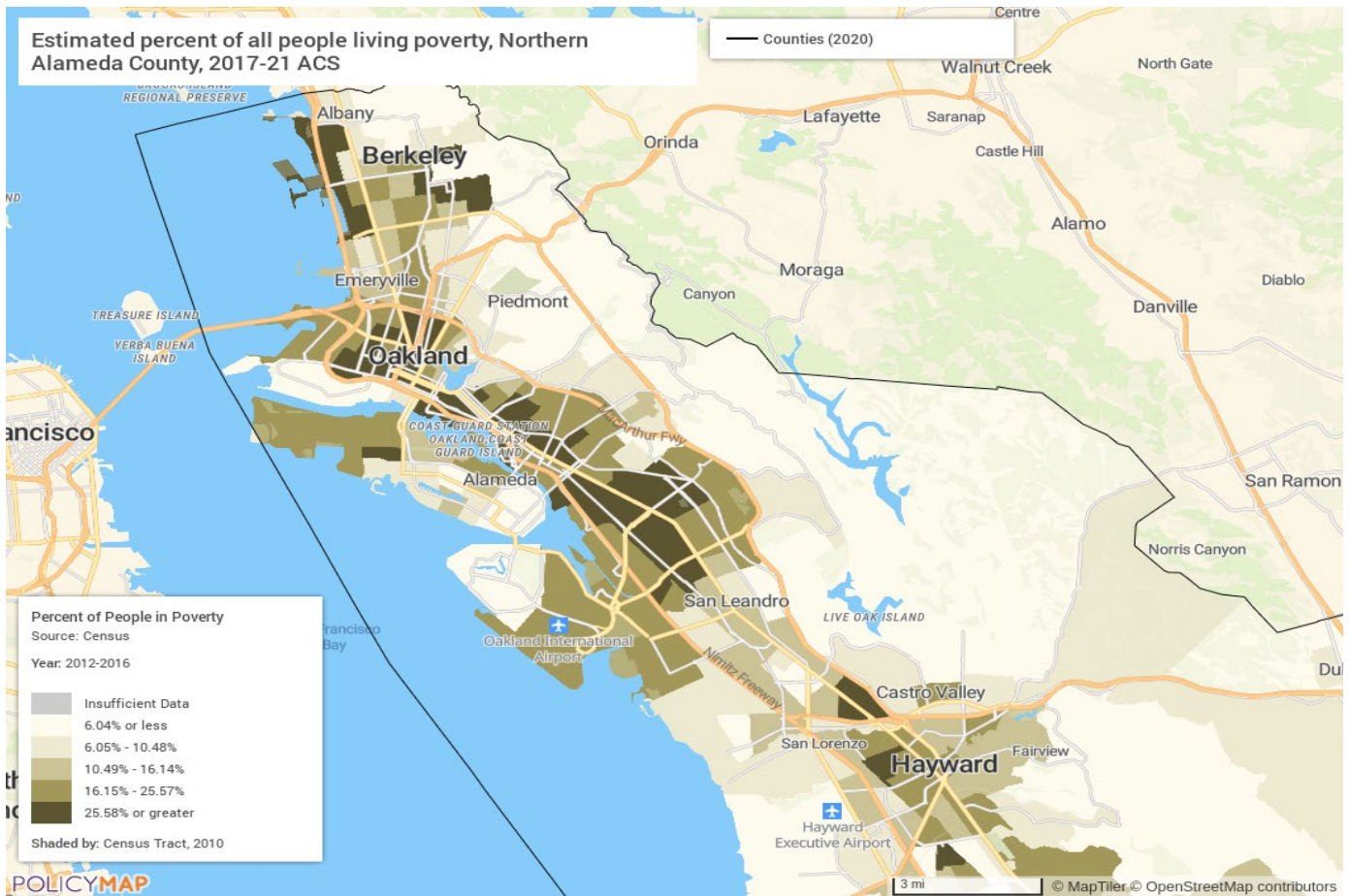
Percentage of People Living in Poverty in Alameda County.



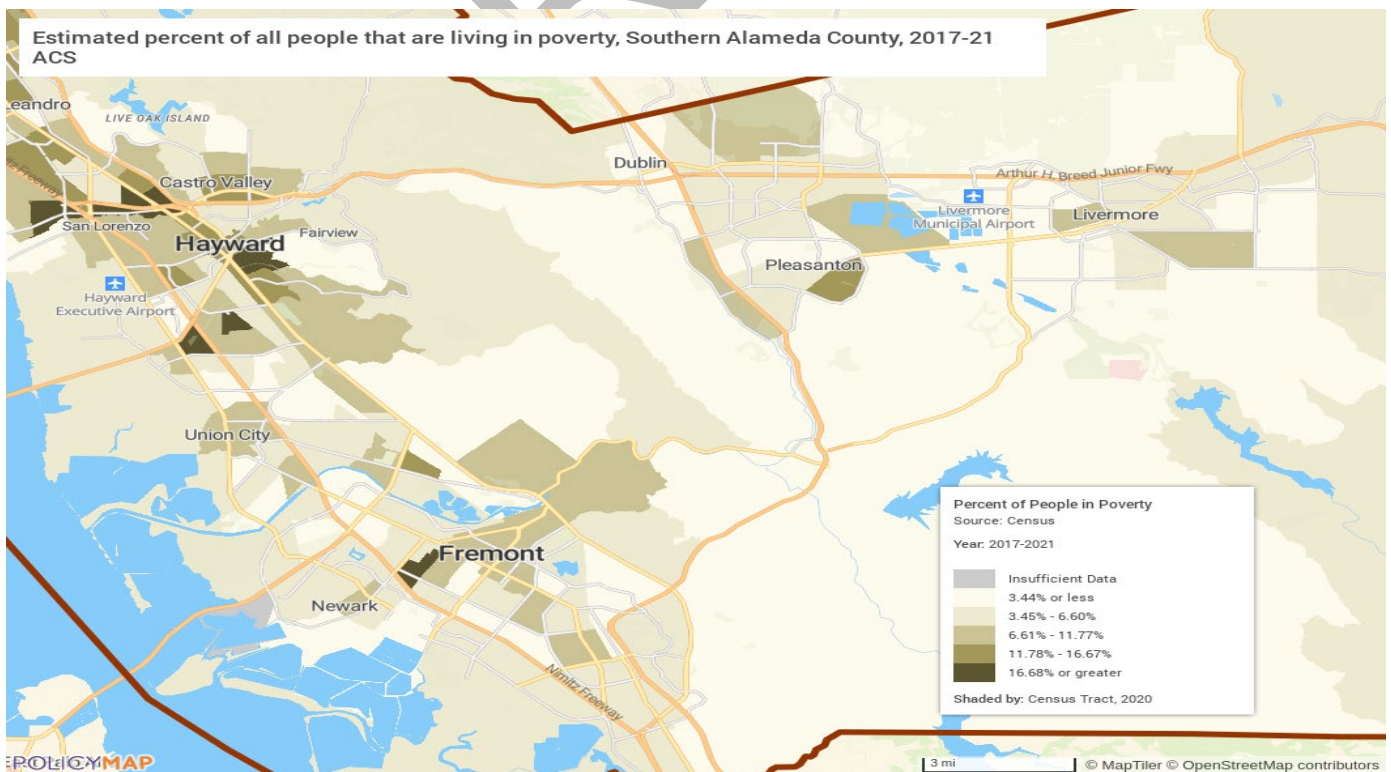
2025 Community Needs Assessment

www.AC-OCAP.com

Map 1: Pockets of poverty in Northern Alameda County



Map 2: Pockets of poverty in Southern Alameda County



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

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

Local Data Sets

- ☒ Local crime statistics
- ☒ High school graduation rate
- ☐ School district school readiness
- ☐ Local employers
- ☐ Local labor market
- ☒ Childcare providers
- ☒ Public benefits usage
- ☒ County Public Health Department
- ☒ 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
- Surveys
- ☐ Clients
 - ☒ Partners and other service providers
 - ☒ General public
 - ☒ Staff
 - ☒ Board members
 - ☒ Private sector
 - ☒ Public sector
 - ☒ Educational institutions

Agency Data Sets

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

Agency Data Sets

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

4. If you selected "Other" in any of the data sets in Question 3, list the additional sources.

2024 Everyone Counts Point in Time Count: <https://everyonehome.org>

Alameda County Social Services Agency: <https://www.alamedacountysocialservices.org/index>

Alameda County Public Health Department: <https://acphd.org>

Feeding America: <https://www.feedingamerica.org/research/map-the-meal-gap/by-county>

5. 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

Interviews

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

Focus Groups

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

☒ Community Forums

☒ Asset Mapping

☐ Other

6. If you selected "Other" in Question 5, please list the additional approaches your agency took to gather qualitative data.

N/A

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)

AC-OCAP collects and analyzes both qualitative and quantitative data on its geographic service areas as part of its Community Needs Assessment (CNA). The CNA identifies the key causes and conditions of poverty and highlights the needs of the communities assessed.

A qualitative analysis was conducted through AC-OCAP's community survey, which solicited feedback on concerns and issues most important to the community at large, with a specific focus on the low-income population. Data collected from low-income individuals included residential location, income levels, and issues affecting their daily lives and overall quality of life (QOL). Additional qualitative data came from AC-OCAP grantee programs and community outreach efforts.

A quantitative analysis was also performed using secondary data sources, including the U.S. Census and other relevant datasets, to develop a comprehensive Alameda County service area profile. Together, these approaches provided both a statistical and community-informed perspective on the economic and social challenges faced by low-income households in Alameda County.

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: AC-OCAP developed and conducted an onsite and on-line community survey with its current and former grantees, Board members, local service area participants, and our network of agency partners. The survey was available online to the community residents, handed out to persons that came to the Oakland Downtown Senior Center who received a no-cost income tax preparation services, and was sent directly to over 800 individuals on our constant contact list representing over 800 community based organizations.
- B. Faith-based organizations: A community survey was developed and sent to faith-based organizations, current and former grantees, program participants, Board members, and our network of agency partners. The survey was also available on-line for community review and response. It was sent directly to over 800 individuals, including 13 faith-based representatives.
- C. Private sector (local utility companies, charitable organizations, local food banks): Private sector participants include local utility companies, charitable organizations, and local food banks. AC-OCAP developed and conducted a survey of its current service to our grantees and partners. The survey was also available on-line for community review and response. It was sent directly to over 800 individuals through our Constant Contact mailing list, including 125 private sector representatives.

D. Public sector (social services departments, state agencies): Public sector participants include social services department and state agencies. The survey was developed and completed with on-line access for community review and response. It was sent directly to over 800 individuals, including 104 public sector representatives.

E. Educational institutions (local school districts, colleges): Educational institutions included local school and community college school districts. The survey was completed in person and on-line for community review and comment. It was sent directly to over 800 individuals, including 21 educational representatives.

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)

Poverty is rooted in a range of social and economic issues including unemployment and low wages, inadequate and unaffordable housing, harmful policies, poor health and untreated mental health conditions, food insecurity, criminal activity, inadequate access to medical and social services, and low educational attainment. Racial disparities and a history of disinvestment in low-income communities further contribute to persistent poverty.

The Oakland Equity Indicator Report underscores these inequities, with an overall equity score of 33.5 out of 100, indicating substantial gaps in racial equity, particularly among communities of color and other marginalized groups. To better understand these disparities, AC-OCAP incorporated the Report's indicators into its analysis, using them to evaluate the community's well-being and to inform strategies that address poverty at both the systemic and neighborhood levels.

Income: According to the 2017-2021 American Community Survey (ACS), the estimated median household income in Alameda County was \$112,017. In contrast, the median household income in Oakland was significantly lower at \$85,628. Income disparities are particularly pronounced by race and ethnicity. While Caucasian, Asian, and Latinx households reported median incomes ranging from \$80,000 to \$146,000 in 2021, Black/African American households earned just \$59,817, well below the estimated \$123,080 required to meet basic needs in the county.

At the lower end of the income scale, 42,919 households in Alameda County and 21,909 households in Oakland earned less than \$24,999 annually, which is below the federal poverty threshold of \$31,300 for a single person. Families headed by single women with children remain disproportionately impacted: 37% of single female-headed households with children under 18 in Alameda County live below the poverty line—a modest improvement from 40% in 2019. In Oakland, nearly half (48%) of single female-headed households with children under 18 live in poverty, down slightly from 52% in 2019.

Finally, the safety net remains a critical resource for many residents. In the past year alone, 59,099 households in Alameda County relied on Supplemental Security Income (SSI), public cash assistance, and/or Food Stamps/SNAP benefits, underscoring the significant need for continued support.

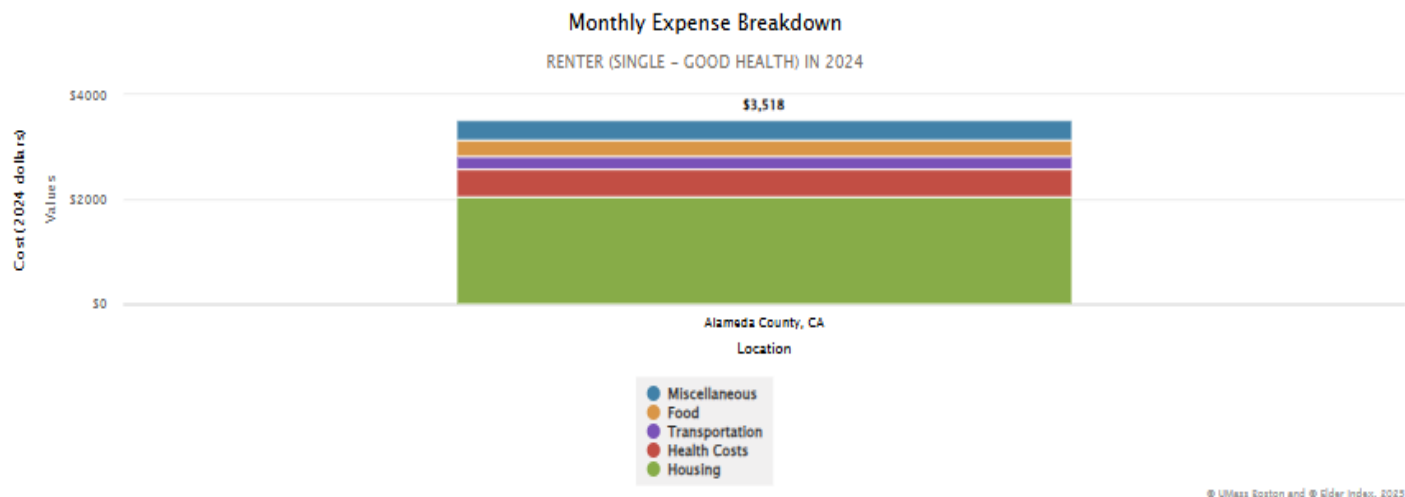
The Insight Center for Community Economic Development's (ICCED) reviewed 27 current guaranteed income projects managed across 10 of California's 58 counties measuring the cost of living in each area

using the organization's Family Needs Calculator (FNC) which is representative of the actual costs of living and includes expenses such as housing, childcare, groceries, health care, transportation, and taxes. People of color are disproportionately represented among those who are struggling in the state. Family Needs Calculator states that for 2025 in Alameda County, a family of four, consisting of two adults with one preschooler and one school-age child, would need an annual household income of \$123,080 to meet their basic needs. This would require a 40-hour per week job for a one wage-earner to earn \$64.10 per hour, which is almost four times the \$32,150 (\$16.74 per hour) poverty level for a family of four.

According to the California Elder Economic Security Standard Index (Elder Index), three out of four single Alameda County seniors live below 200% of the poverty level, and well below the Elder Economic Security Index. The estimated annual basic cost of living in 2024 for a household with a Single Elder in good health in Alameda County is \$42,216, which is 137% higher than the national average. That breaks down to a total cost of \$3,518/month where rent payments represent 57% of all expenses.

Your Elder Index at a Glance

To view the numbers, hover over the bricks or scroll further down the page to see the data table(s).



Alameda County, CA

RENTER

The Elder Index is:
\$42,216 / year
This is 137% of the national average of
\$30,792

Miscellaneous (Single) **\$374**

Transportation (Single) **\$231**

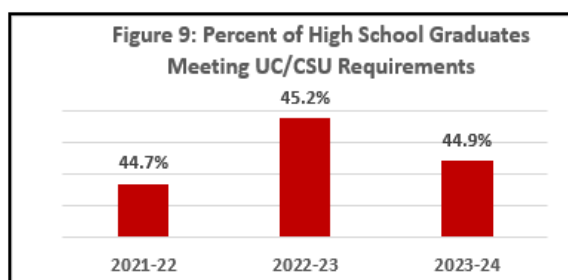
Housing (Renter) **\$2,059**

Food (Single) **\$324**

Good health **\$530**

Monthly Total **\$3,518**

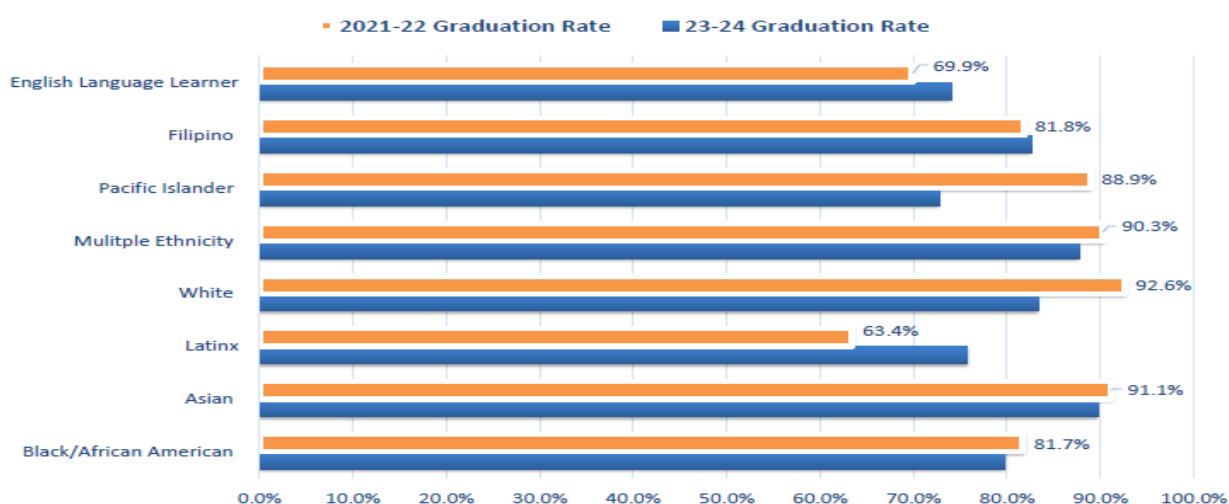
Education: According to the California Department of Education, the number of high school graduates who meet the requirements to attend the University of California or California State Universities (A-G requirements) increased between 2021-22 and 2023-24.



The **Four-Year Adjusted Graduation rate among Alameda County high school cohorts in the 2023-24 academic year was 88.6%**. Graduation rates are 94.8% for Asians, 92% for two or more races, 94% for Filipinos, 94% for Whites, 77% for Pacific Islanders, 82.4% for Black/African Americans, 79% for American Indian or Alaskan Native, and 82.7% for Latinx.

The Four-Year Adjusted Graduation rate for Oakland Unified School District high school cohorts in the 2023-24 academic year is 83.2%, an increase of more than 5% from the 2021-2022 academic year's rate of 78.8%, and an increase of 9% from the 2019-2020 academic year. **From the pandemic period in year 2020, graduation rates have steadily increased to a current rate of more than 83%.** Dropout rates have steadily increased from years 2021 and 2022 at 14.4% which can be attributed to waning of interest in virtual learning. It started to decrease in mid-2022 at 11.7% and a low dropout rate at 9% **for years 2023 and 2024**. Overall, Oakland's dropout rate fell from 14.4% in 2021/2022 to 9% in **2023 and 2024**.

Education – Oakland Unified School District Graduation Rates by Race/Ethnicity and English Language Learners



Source: California Department of Education Data Reporting Office 2021-2022, 2023-2024

2025 Community Needs Assessment

www.AC-OCAP.com

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)

Based on the 2025 federal poverty guidelines, an individual is living in poverty with an annual income of \$15,650 (equivalent to about \$8.15 per hour for a full-time, 40-hour work week). At 200% of the federal poverty level, the income threshold rises to \$31,300 annually (or \$16.30 per hour). By comparison, the current minimum wage in California is \$16.50 per hour, while the city of Oakland's minimum wage is slightly higher at \$16.89 per hour.

Despite these wage levels, poverty persists in the region. According to the 2023 American Community Survey (ACS), 9.5% of Alameda County residents (159,824 people) live below the federal poverty line. Within Oakland alone, 62,420 residents live in poverty, accounting for nearly 39% of the county's total population in poverty.

2025 Federal Poverty Guidelines

48 Contiguous States & the District of Columbia

CSBG Poverty Guidelines (2025)			
Size of Family Unit or Number in Household	Monthly Poverty Guideline	Annual 100% of Poverty Guideline	200% of Poverty
1	\$1,304.17	\$15,650	\$31,300
2	\$1,762.50	\$21,150	\$42,300
3	\$2,220.83	\$26,650	\$53,300
4	\$2,679.17	\$32,150	\$64,300
5	\$3,137.50	\$37,650	\$75,300
6	\$3,595.83	\$43,150	\$86,300
7	\$4,054.17	\$48,650	\$97,300
8	\$4,512.50	\$54,150	\$108,300
For family units with more than 8 members, add \$5,500/year for each additional member.			

Source: 2025 U.S. Dept. of Health & Human Services Poverty Guidelines <https://aspe.hhs.gov/poverty-guidelines>

2025 Community Needs Assessment

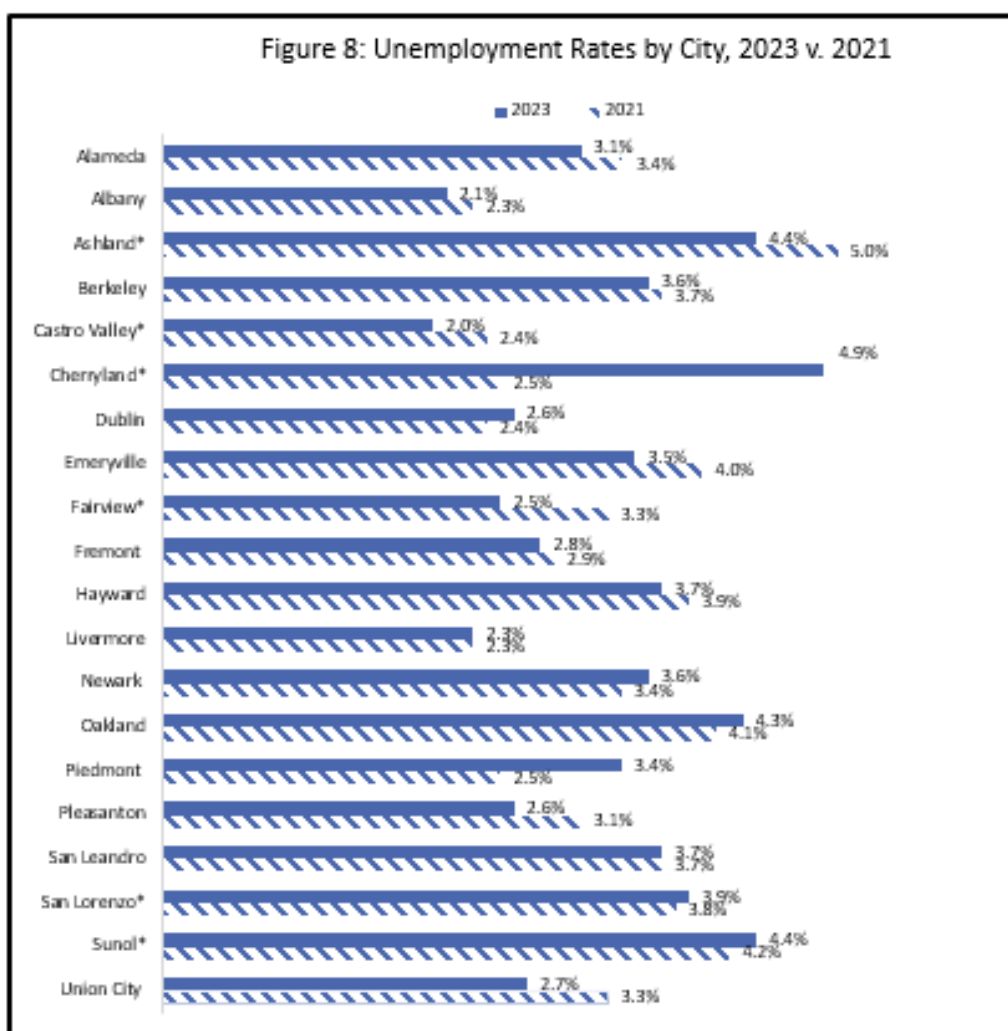
www.AC-OCAP.com

Unemployment: Unemployment rates in Alameda County have fluctuated significantly over the past several years. Prior to the pandemic, in August 2019, the California Employment Development Department (EDD) reported the county's average unemployment rate at 2.8%. By 2020, during the height of the COVID-19 pandemic, the rate quadrupled to 8.5%, with April 2020 peaking at 14.1%.

Recovery has been uneven. In 2021, the annual unemployment rate declined to 5.9%, followed by stronger improvements in 2022 (3.2%) and 2023 (3.8%). However, in 2024 the rate edged back up to 4.5%, a level that has persisted through 2025.

Job growth has also been sluggish. Between March and April 2025, the total number of jobs across the East Bay (Alameda and Contra Costa Counties) increased by only 1,500 positions, reflecting a meager rate of recovery relative to regional needs.

The bar chart (Figure 8) below shows the unemployment rate by cities and unincorporated areas of Alameda County in 2023 and 2021. The reduction in unemployment was the most significant in the unincorporated areas of Fairview (0.8%), Ashland (0.6%), and Union City (0.6). The highest unemployment rate increases for cities and unincorporated were Cherryland (from 2.5% to 4.9%) and Piedmont (from 2.5% to 3.4%). Oakland saw a modest increase from 4.1% to 4.3%.



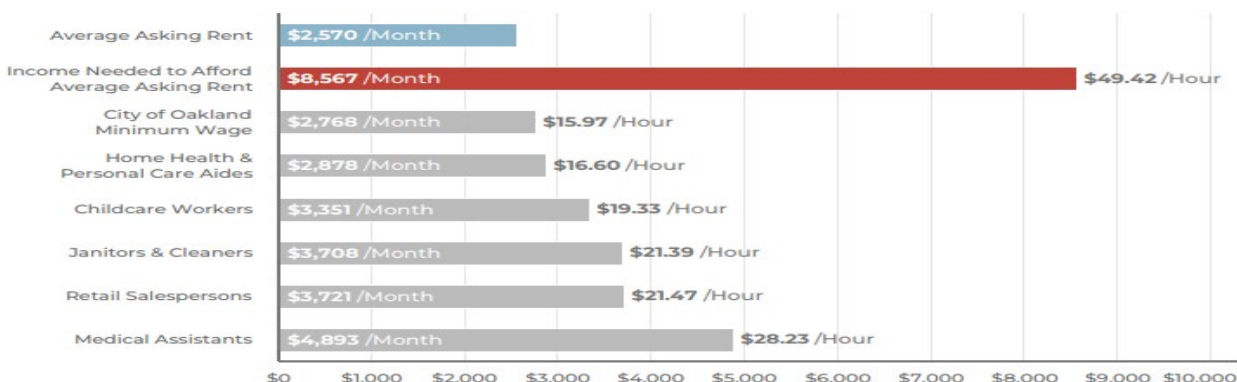
Affordable Housing: Housing affordability remains a major challenge in Alameda County. The 2025 Fair Market Rent (FMR) for a two-bedroom unit is \$2,682 per month, reflecting a 4% increase from the 2024 FMR of \$2,590, and 37% higher than the California state average. However, the FMR still falls below the median rent of \$2,922 for a two-bedroom unit in the county. When housing costs exceed 30% of household income, families are considered rent burdened and face severe financial

constraints. In Alameda County, the wage required to afford an average two-bedroom rental is \$48.42 per hour (or approximately \$103,000 annually). This far exceeds the median household income for many residents, particularly low-income households.

According to the 2017–21 ACS, 46.4% of renters in Alameda County and 47.7% of renters in Oakland are rent burdened. Alarming, nearly 60% of seniors over age 65 face rent burden in Alameda County, underscoring the vulnerability of older adults living on fixed incomes.

WHO CAN AFFORD TO RENT

Renters need to earn **3.1 times** the minimum wage to afford the average asking rent in Alameda County.



Unhoused Population: The 2024 *Everyone Counts* Point-in-Time (PIT) count and survey estimated 9,450 individuals experiencing homelessness, reflecting a 17.8% increase since 2019, though slightly down (3%) from 2022. Of this population, 6,343 individuals were unsheltered, highlighting the severe shortage of interim and permanent housing options. Nearly one in four unhoused individuals had lived in Alameda County for more than ten years, underscoring that homelessness is not just a transient issue but one deeply tied to long-term housing insecurity. Key demographics reveal further inequities:

- 67.9% (6,417) of the unhoused population were male.
- 9% (578) were veterans.
- 58% (5,485) of all unhoused individuals in Alameda County resided in Oakland.
- Racial disparities remain stark: 52.5% of the unhoused were Black/African American, compared to 21% White, 19% Latinx, 5% Asian, and 3% who identified as “other race/s”.

The PIT also found that 2,414 individuals (44%) were chronically homeless, reflecting the need for long-term supportive housing solutions. Living conditions varied, with 1,152 people (21%) in Oakland living in tents and a dramatic 64% increase in people living in cars or RVs, from 1,938 in 2022 to 3,181 in 2024.

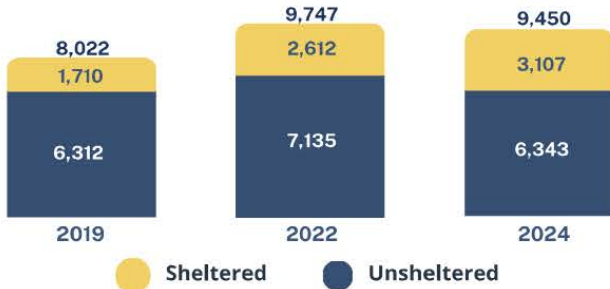


ALAMEDA COUNTY

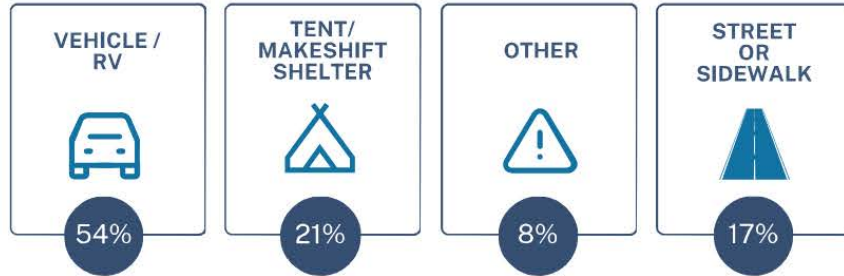
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HOMELESS CENSUS & SURVEY 2024 EXECUTIVE SUMMARY

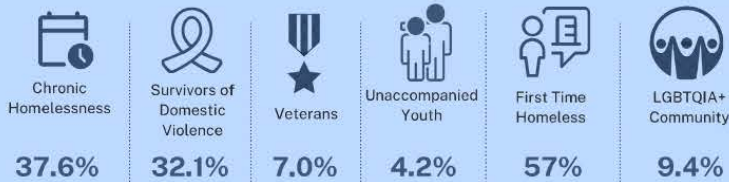
POINT IN TIME COUNT TRENDS



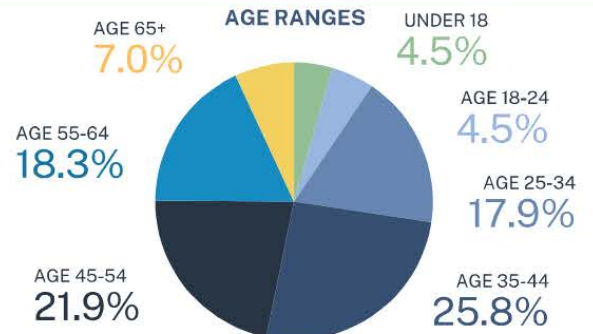
UNSHelterED SLEEPING LOCATIONS



HOUSEHOLDS CHARACTERISTICS



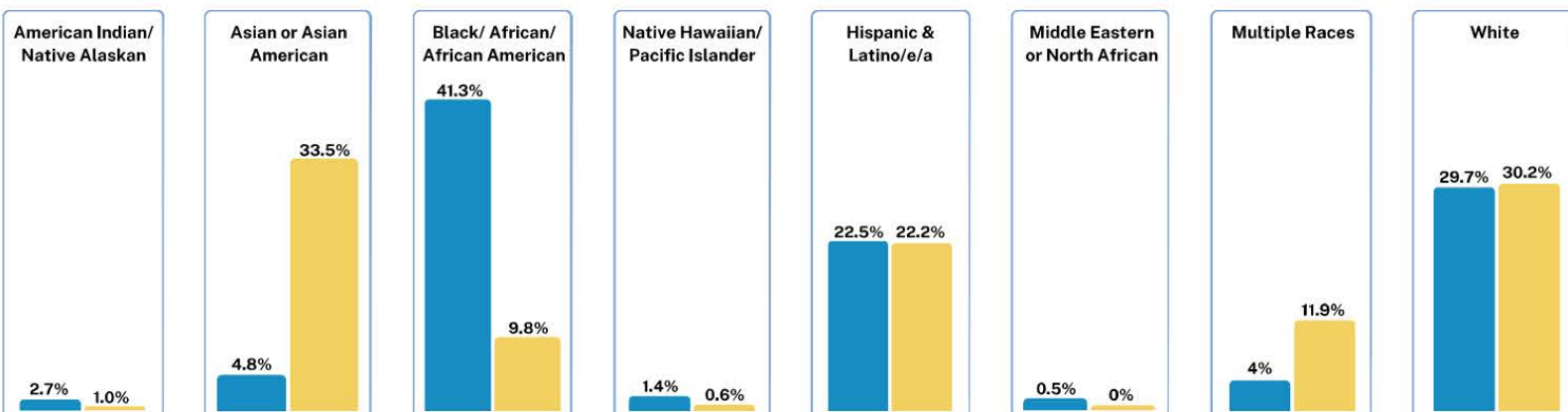
AGE RANGES



RACE IDENTITIES COMPARED TO GENERAL POPULATION

● PIT ● General Population

*Census data does not currently differentiate between Hispanic/Latino/a/e status for Multiple Races





HOMELESS CENSUS & SURVEY 2024 EXECUTIVE SUMMARY

SELF-REPORTED DISABILITY PREVALENCE



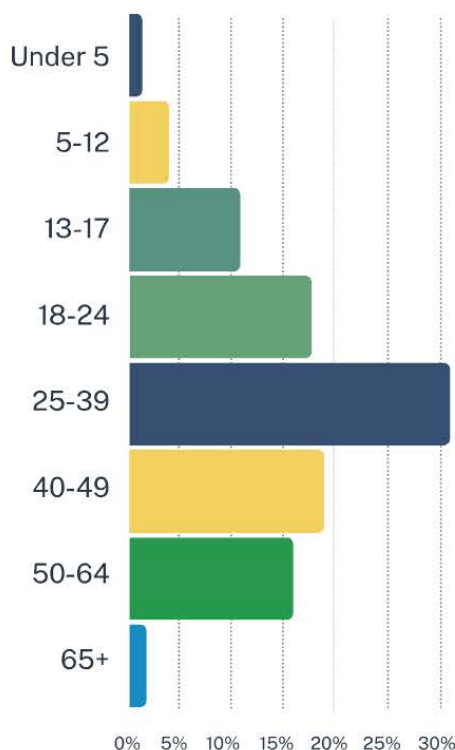
PRIMARY CAUSES OF HOMELESSNESS



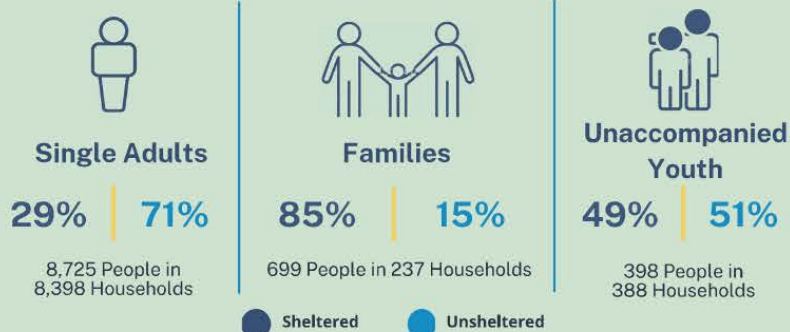
ADDITIONAL HOUSEHOLD CHARACTERISTICS



AGE AT FIRST EXPERIENCE OF HOMELESSNESS



HOUSEHOLD BREAKDOWN



SELECT POPULATION LOCATIONS



Public Safety: According to the State of California Department of Justice (DOJ), Alameda County had **8,911 felony arrests** in 2023, including 3,420 violent offenses and 2,993 property offenses. There were 2,380 felony arrests of juveniles under age 18, a 27.7% increase from 2022. There were 91 hate crime offenses in 2021, a 107% increase from 44 in 2019.ⁱ In Oakland, violent crimes in Oakland increased from 5,831 in 2019 to 6,021 in 2022. Shootings increased **59.7%**, from 287 in 2019 to 450 in 2022. Homicides have increased 53% from 78 in 2018 to 119 in 2022. In 2024, Oakland had decreases in violent crime with homicides and shootings falling by double-digit percentages. The Oakland Police Department's [end-of-year crime report](#), reported that the city ended 2024 with 81 murders which is a 32% decline from the previous year, which had 119 murders. Shootings were down 33% in 2024 compared to 2023.

Child Care: Access to affordable, high-quality childcare in Alameda County remains one of the most critical barriers for low-income families. According to *First 5 Alameda County (2022)*, the annual median cost of childcare is \$20,809 for an infant, and \$16,117 for a preschooler, far beyond the reach of many households, even for those who receive subsidies.

The *2021 Alameda County Early Care and Education Needs Assessment* revealed a long-term erosion of childcare capacity. Since 2007, the county has experienced a 34% reduction in licensed family childcare providers, significantly limiting options for working parents. Oakland has faced sharper declines:

- The number of licensed childcare programs dropped from 429 in 2019 to 335 in 2021- a 22% decrease in just two years.
- Licensed childcare site capacity decreased 6.5% between 2019 and 2021, and 22% since 2006, driven by rising rental and operational costs and exacerbated by pandemic-related closures.

The shortage is most severe for subsidized care. In Oakland, an estimated 8,041 infants and toddlers eligible for childcare subsidies are not enrolled, representing a 91% unmet need for subsidized infant/toddler care.

Health Coverage: The **2019-23 ACS reports** that 32.2% of the population in Alameda County receive public health insurance coverage via Medicare, Medicaid, or VA health care coverage alone or in combination with another coverage. A little over half a million Alameda County residents receive MediCal (517,819) and 32.8% reside in Oakland. **The 2019-23 ACS report also shows that 3.8% (61,744) of the County residents are uninsured.** Nearly 98.8% of all seniors in Alameda County have health insurance coverage.

There is a tax penalty for people who lack minimum essential health coverage. The Individual Shared Responsibility Penalty can be between \$850 for one adult to \$2,550 for a family with two adults and two children. In Alameda County, there were 13,019 households that paid this penalty at a total cost of \$17.3 million in 2021.

In Oakland, 42.4% of the residents receive public health insurance coverage from Medicare, Medicaid, and/or VA health care. Close to half of Oakland children ages 6-18 (48%) are on some type of public health insurance. In Oakland, 2.6% of children under 18 are uninsured and 1% of seniors over age 65 are uninsured, while 3.8% of Alameda County residents under 18 are uninsured and 1.5% of seniors over age 65 are uninsured.

Food Security: According to the California Department of Education (June 2025), 48.5% of 102,186 Alameda County students, and **80.2% of 44,647 Oakland students qualified for free or reduced-price lunches** during the 2024-25 school year. In December 2024, the Alameda County Social Services

Agency reported that there were 177,000 individuals receiving CalFresh (SNAP), 70,233 (40%) lived in Oakland. **CalFresh recipients increased by 7% from 105,000 in February 2023 to 112,000 people in December 2024.** There were 154,830 residents in Alameda County in 2023, or 9.3% of the county population, who experienced food insecurity.

According to Feeding America, almost 11% or 182,080 of Alameda County residents were food insecure in 2023. That rate is highest among the Black/African American (25%) and Latinx (18%) populations. The food insecurity rates for children under 18 was 12.2%, or 40,420 children. The Alameda County Community Food Bank (ACCFB) reports that it serves **1 out of every 4 Alameda County residents**ⁱⁱ. The ACCFB distributes enough food to serve 60,000 people per day in the county.

Food Security



The number of individuals receiving CalFresh increased by **33%** between February of 2020 and December 2022.



The Alameda County Community Food Bank distributes enough food to **serve 60,000 people per day** in the county.



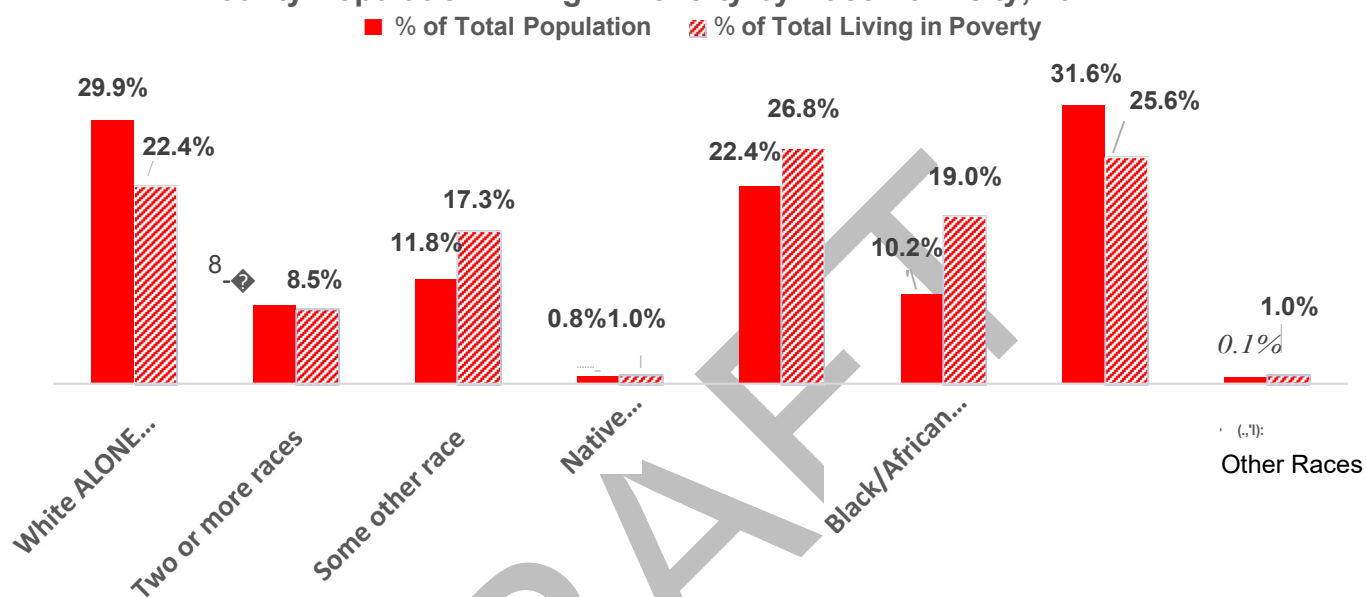
9.3% or 154,830 residents are food insecure in Alameda County in 2023.



48.5% of 102,186 Alameda County students and **80.2%** of 44,647 Oakland students qualify for free or reduced price lunches. (CA Dept of Education June 2025)

Racial/Ethnic Breakdown of those Living in Poverty: The bar chart below (Figure 5) shows the percentage of people living in poverty. While **Black/African Americans account for only 10.2% of the county's population, they represent 19.0% of all people living below the poverty level.** Whites represent 29.9% of the population, and 22.4% of them are living in poverty.

Figure 5: Alameda County Population by Race/Ethnicity v. Alameda County Population Living in Poverty by Race/Ethnicity, 2021



Source: US Census Bureau, 2017-21 ACS 5-Year

The number of people living in poverty in Alameda County has decreased by 22,596 since 2010, for a 13% decline. The percent of people living in poverty decreased between 2010 and 2020 from 11.7% to 9.3%, a drop of 20,288 people; 20% of the reduction is in child poverty. For the Alameda County Oakland Community Action Partnership (AC-OCAP) service areas, there was a 22,596 reduction in 2023 from 2010, as shown in Figure 6. Considering this is a 13-year period, it was not an impressive reduction of people living in poverty.

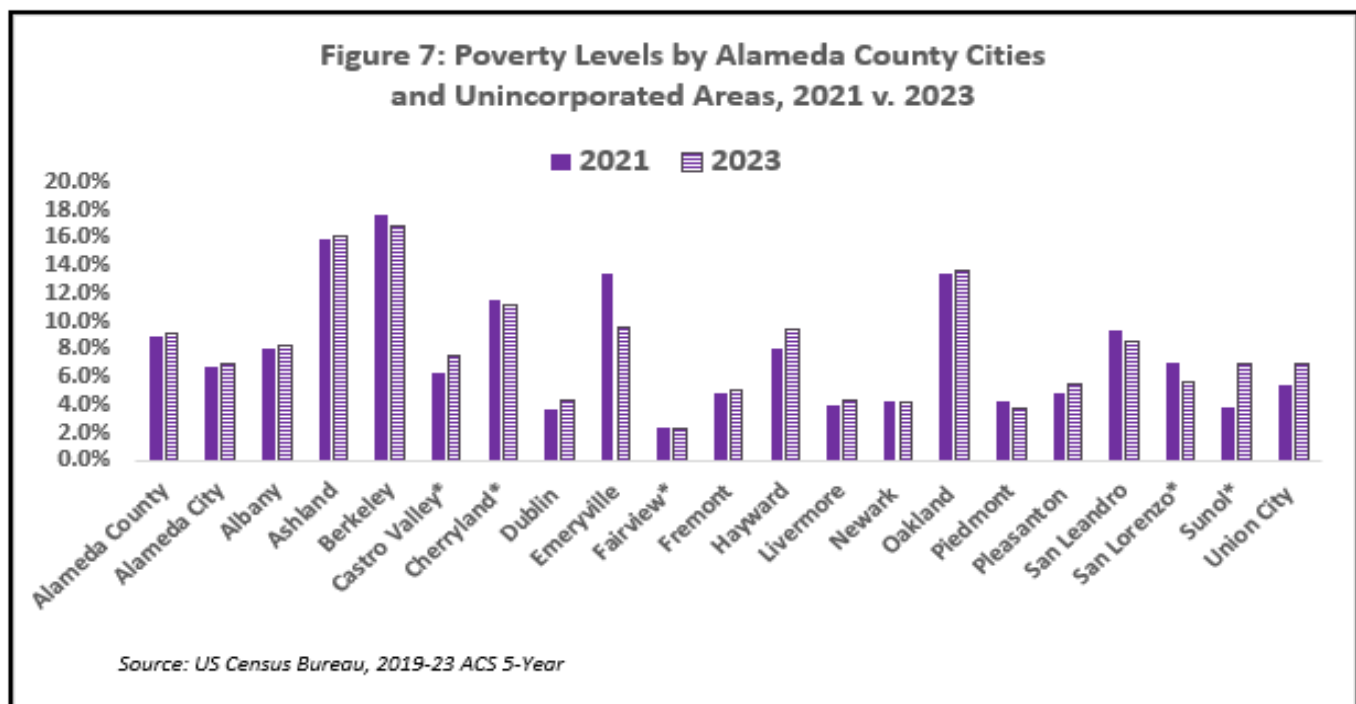
Figure 6: Alameda County and Oakland's Low- Income Community Profile

	2010 Below Poverty	% of Total Pop.	2020 Below Poverty	% of Total Pop.	2023 Below Poverty	% of Total Pop.	Change from 2010-2023
Alameda County (AC)	172,348	11.7%	152,060	9.3%	149,752	9.2%	(22,596)
Oakland	74,335	19.3%	61,170	14.6%	59,338	13.7%	(14,997)

AC (no Oakland & Berkeley)	79,543	8.1%	71,193	4.4%	72,228	4.4%	(7,315)
AC-OCAP Areas	153,878	10.4%	120,001	8.2%	128,024	8.24%	(25,854)
Berkeley	18,470	18.4%	19,697	17.8%	18,186	17.6%	(284)

Source: US Census Bureau 2010, 2020, American Community Survey 5-Year Estimates -2019-2023

Geography of Poverty: The bar chart below (Figure 7) highlights the percentage of residents living below the federal poverty level for each city and unincorporated area within Alameda County in 2021 and 2023. Poverty dropped in only 5 of the 20 cities and unincorporated areas in Alameda County. For the other 15 cities and Alameda County overall, we saw an increase in poverty between 0.1% to 3%. Sunol had the largest increase going from 3.9% in 2021 to 6.9% in 2023. Poverty in Berkeley (decrease to 16.8%), Ashland (increase to 16.2%), Oakland (increase to 13.7%), Cherryland (decrease to 11.2%), and Emeryville (decrease to 9.6%) were the top five cities and unincorporated areas with the highest levels of poverty within Alameda County for 2023. Please note that the poverty level in Berkeley may be overestimated because of the number of college students attending the University.

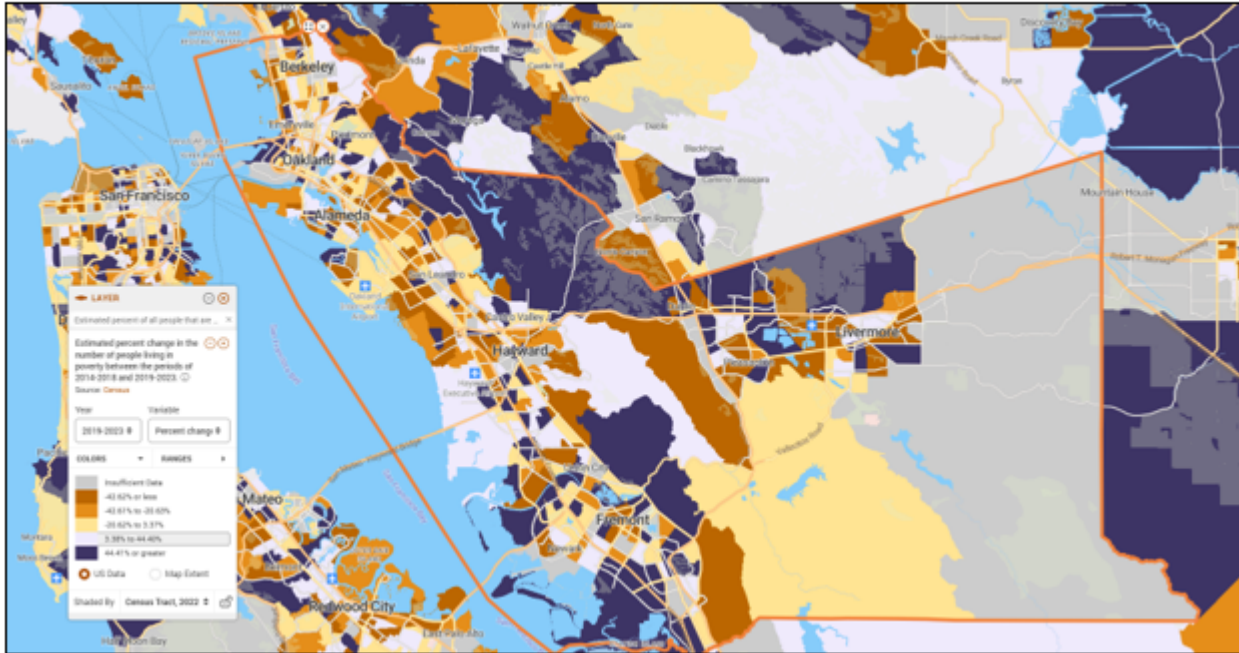


*unincorporated areas

Poverty in Unincorporated Areas: Alameda County has several unincorporated areas and communities. The unincorporated areas of Ashland (16.2%) and Cherryland (11.2%) have the highest percentage of residents living in poverty. In Ashland, 1,080 or 23% of everyone living in poverty are children under age 18, and in Cherryland it is 197 or 7.1%. The map 3 below shows the percentage increase and decrease of poverty in Oakland census tracts between 2014 and 2023. The darker orange means a decrease in poverty rates and purple an increase (see key in map below).

Map 3 below shows the percentage increase or decrease of poverty in Oakland census tracts between 2021 and 2023. The darker orange means a decrease in poverty rates and darker blue indicates an increase in poverty rates (see key in map below).

Maps 3 below show the percentage of people living in poverty in Alameda County.

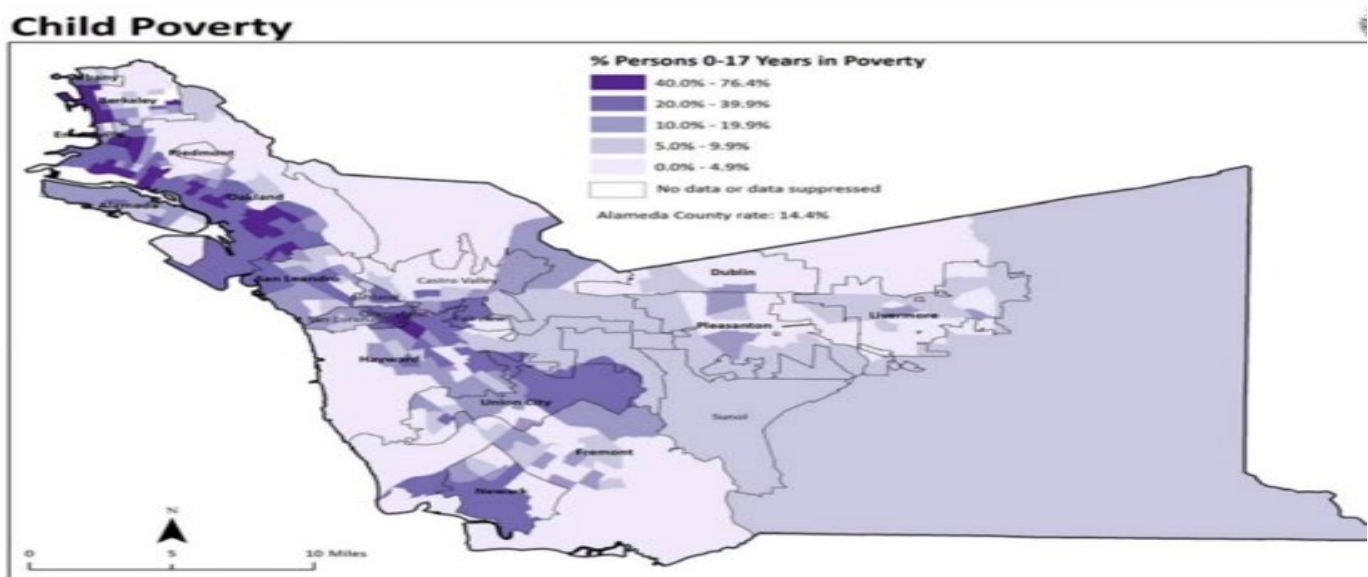


Children and Youth: Nearly 20% or **one in five** of all people living in poverty in the entire Alameda County are children under the age of 18, totaling 29,849. **Although this shows a reduction from 2021 of 22%, resulting in 1,991 fewer children living in poverty**, other cities and unincorporated areas in Alameda County have seen increases in children living in poverty. Latinx children make up 25% of the children living below the poverty level. Black/African American children account for 27%, some other race for 32%, two or more races for 29%, and White children account for 10%.

Youth under 18 years of age account for 30% of the total number of people living in poverty in the unincorporated area of Ashland. In Pleasanton, 26.6% of all people living in poverty are children. Albany showed similar numbers with 28%. Throughout Alameda County, **49% of the 34,578 children living in poverty reside in Oakland.** The number of children living in poverty in Oakland increased by 9% between 2021 and 2023, **resulting in almost 1,400 more children living in poverty.**

What Happened After 2021 with more children living in poverty? The expanded Child Tax Credit (CTC) expired at the end of 2021, and it wasn't renewed. As a result, child poverty roughly doubled in 2022, rising from 5.2% to **12.4%**, the largest such increase ever observed. Modeling shows that if the 2021 CTC had continued, the 2022 rate would have been just 8.1%, protecting over 5 million children from falling into poverty. In California, the increase was even more pronounced: between 2021 and 2022, poverty surged **143% among children aged 0–3, 166% for ages 0–5, and 121% for children under 12**, signaling that the youngest from 0–6 years of age were hit hardest. By 2023, the child poverty rate edged up further to **13.7%**, while the official child poverty rate hovered around **15.3%**. In 2023 alone, the refundable portion of the CTC still prevented 1.34 million U.S. children from entering poverty, though that's far below the impact seen under the 2021 expansion - an additional 3.6 million children would have been lifted out of poverty if the Child Tax Credit had continued. Map 4 below illustrates that many cities in Alameda County have higher child poverty rates.

Map 4: Child Poverty in Alameda County (darker shades indicate increases in poverty rates)



Seniors: Seniors in Alameda County face increasing economic vulnerability. According to the 2019-2023 American Community Survey (ACS), 11% of those living in poverty (26,604 individuals) are 65 years and older, representing a 19% increase from the 2017-2021 period. Certain cities and unincorporated areas have a higher concentration of seniors living in poverty, including:

- Union City: 22%
- San Lorenzo: 21%
- Sunol: 47%
- City of Alameda: 19%
- Newark: 18%
- Pleasanton: 17%

Within the county, 41% of all seniors living in poverty reside in Oakland, highlighting the need to address senior poverty. Additional analysis using the California Elder Economic Security Standard Index (Elder Index) shows that three out of four single seniors in Alameda County live below 200% of the federal poverty level, placing them well below the standard needed for economic security. These findings underscore the urgent need for targeted programs to support the county's aging population, particularly single seniors living alone.

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

AC-OCAP collects, analyzes, and reports data primarily from three sources: (1) grantee programs, (2) grantee participant surveys, and (3) community surveys.

Grantee Programs: CSBG-funded grantees provide demographic information for all participants who meet low-income eligibility requirements in programs such as Housing and Community Development and Job Training and Placement. The demographic/characteristics report includes details on participants' sex, age, race/ethnicity, education, household size, and income sources.

Grantee and Community Surveys: These surveys capture data on participants' residential location, household size, household income, and the issues and concerns that affect their daily lives as residents of Oakland or Alameda County.

This information is compiled into the Annual Outcomes and Client Characteristics Report, which is presented to the AC-OCAP governing board. The report is used to:

- Evaluate each grantee's program performance for the year.
- Identify trends and changes that could improve program efficiency and effectiveness.
- Inform program planning and funding decisions for subsequent years.

Through this structured process, AC-OCAP ensures that program planning is data-driven, responsive to community needs, and aligned with the goal of supporting low-income individuals and families.

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)
Homelessness	Community	y	y	y
Affordable Housing	Community	y	y	y
Education	Community	y	y	y
Access to Healthy Food	Community and Family	y	y	y
Job Training and Employment	Community and Family	y	y	y
Affordable Child Care	Community and Family	y	N	y
Lack of good paying jobs	Community	y	y	y
Racial inequities	Community	y	y	y
Public Safety	Community	y	N	N
Mental Health	Community	N	N	N

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. Homelessness	<ul style="list-style-type: none"> • Housing, job training and employment assistance for homeless individuals • Emergency shelter, transitional, and permanent supportive housing for families • Eviction assistance 	FNPI 4a and 4b; 5f and 5g; ?a SRV 4f, 4m, 4n, 4o, ?a, 7c, 7m	It is the main cause of poverty in Oakland and Alameda County.
2. Affordable Housing	<ul style="list-style-type: none"> • Housing assistance available to participants through Employment-Based Rental Assistance Program • Emergency shelter, transitional, and permanent supportive housing for low-income families and seniors • Emergency and temporary housing for houseless youth • Eviction assistance • Coordinates City of Oakland housing strategies and Housing Resource Center (one-stop for housing services) • Referral services 	FNPI 4a and 4b; 5f and 5g; ?a SRV 4f, 4m, 4n, 4o, ?a, 7c, 7m	It is one of the causes of poverty in Oakland and Alameda County.
3. Education	<ul style="list-style-type: none"> • Tutoring, mentoring, and technology training for youth ages 16-24 • High school diploma program 	FNPI 2d(3), 2f, 2g, 2h; SRV 2e, 2u, 7c	It is one of the pathways to get out of poverty and achieve self-sufficiency.

4. Access to Healthy Food	<ul style="list-style-type: none"> • Oakland's annual Holiday dinner for unhoused residents • Oakland Summer Lunch Program for youth • Safe Passages Holiday Meal 	SRV 5ii and 5jj	It is one of the adverse effects of poverty in Oakland and Alameda County.
5. Job Training, Employment Placement, and Lack of Good Paying Jobs	<ul style="list-style-type: none"> • Internships, training, and coaching to prepare for employment in the technology sector for youth • Paid job training for youth • Volunteer work experience and employment support services for homeless adults • Connect employers with qualified, skilled talent and job seekers with employment and career development opportunities to achieve economic prosperity • Assist diverse refugees, immigrant, limited English, and low-income U.S.-born community members in achieving long-term financial and social self-sufficiency • Entrepreneurial services and business planning • Workforce development services for adults • Referral services 	FNPI 1a, 1b, 1c, 1e, 1f; SRV 1a, 1d, 1e, 1m, ?a, 7c	This is a critical step for self-improvement and a pathway to self-sufficiency.
6. Affordable Child Care	<ul style="list-style-type: none"> • Working closely with the City of Oakland Head Start program to fill shortcomings in the services needed. 	FNPI 1a, 1b, 1c, 1e, 1f; SRV 1a, 1d, 1e, 1m, ?a, 7c	This is one of the strategies adopted by The Board, as we focus on families with children.

	<ul style="list-style-type: none"> • Housing, job training, and employment assistance for homeless individuals with families • Emergency shelter, transitional, and permanent supportive housing for families 		
7. Racial Inequities	<ul style="list-style-type: none"> • Housing, job training, and employment assistance <p>and fairness for homeless individuals</p> <ul style="list-style-type: none"> • Emergency shelter, transitional, and permanent supportive housing for families • Assist diverse refugees, immigrant, limited English, and low-income U.S.-born community members in achieving long-term financial and social self-sufficiency 	<p>FNPI 1a, 1b, 1c, 1e, 1f;</p> <p>SRV 1a, 1d, 1e, 1m, ?a, ?c</p>	This issue is addressed across all the programs and activities that AC-OCAP's grantees implement.
8. Public Safety	<ul style="list-style-type: none"> • Housing, job training, and employment assistance for low-income residents and homeless individuals • Emergency shelter, transitional, and permanent supportive housing for families 	<p>FNPI 1a, 1b, 1c, 1e, 1f; 5f, 5g, 5z</p> <p>SRV 1a, 1d, 1e, 1m, ?a, 7c</p>	This issue is addressed across all the programs that our grantees implement.
9. Mental Health	<ul style="list-style-type: none"> • Housing, job training, and employment assistance, along with housing concerns 	FNPI 5f, 5g, 5z	Mental health was discussed but not adopted in our 2020-2025 Strategic Plan. It will be discussed at our 2025 Retreat working session.

10. Services for Seniors	<ul style="list-style-type: none"> • Emergency shelter, transitional, and permanent supportive housing for seniors • 2-1-1 referral services 	FNPI 4a, 4b, 5f, 5g; SRV 4m, 4n, 4o, 5ii, 5jj, 7a, 7c,	Seniors are often overlooked, but they are included in the AC-OCAP's strategic plan.
<p>Agency Priorities: Rank your agency's planned programs, services, and activities to address the needs identified in Table 1 as 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: List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported in CSBG Annual Report.</p> <p>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))</p>			

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Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

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

Vision and Mission Statement

1. Provide your agency's Vision Statement.

The vision of the Alameda County-Oakland Community Action Partnership is to end poverty within the City of Oakland and throughout Alameda County.

2. Provide your agency's Mission Statement.

The mission of the Alameda County-Oakland Community Action Partnership is to improve our communities by creating pathways that lead to capacity building, economic empowerment, prosperity, achieve self-sufficiency, to lead people out of poverty and into a better quality of life.

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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))

As a public agency, Alameda County's Community Services Block Grant (CSBG) funding is administered by the City of Oakland Human Services Department (HSD) through the Community Action Agency's Governing Board (Oakland City Council) and the federally mandated Tripartite Alameda County-Oakland Community Action Partnership (AC-OCAP) Administering Board. The Administering Board consists of 18 members, including:

- At least nine community members representing low-income populations, democratically selected.
- Six elected officials or their designees.
- Three members representing other groups and interests that serve low-income communities.

To ensure maximum feasible participation: AC-OCAP staff and the Administering Board conduct:

- Monthly board and committee meetings that are open to the public
- Board retreats every other year
- Ongoing community engagement activities; and
- Periodic updates to the agency's strategic plan (most recently the 2020–2025 plan).

Funding priorities are determined through data collection and analysis on the needs of low-income residents. Every three years, AC-OCAP issues a Request for Partnership (RFP), with the Administering Board responsible for developing and approving all funding priorities. The Board also receives regular program updates at monthly meetings, through mid-year and annual outcomes reports, and participates in on-site monitoring visits with grantees.

Strategic Planning and the ROMA Framework:

During the creation of the 2020–2025 strategic plan, AC-OCAP utilized the Results-Oriented Management and Accountability (ROMA) Cycle and the Logic Model for Planning. This framework ensures that goals are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) and sustainable by aligning them with targeted activities, inputs, outcomes, and indicators, informed by the Community Needs Assessment.

The ROMA Cycle includes:

1. Assessment - Evaluating community needs, resources, and agency data.
2. Planning - Identifying results and strategies based on assessment data and the agency's mission.
3. Implementation - Executing services and strategies to produce results.
4. Achievement of Results - Monitoring and reporting progress.
5. Evaluation - Analyzing data against benchmarks, which informs the next Assessment stage.

This cycle promotes continuous improvement, ensuring equitable results, enhanced management, and increased accountability. Through this process, AC-OCAP refined its focus areas to create impactful, results-driven goals aligned with a community-driven approach.

Board Meetings and Community Participation:

AC-OCAP holds monthly Administering Board meetings at Oakland City Hall, Room #3, on the second Monday of each month, open to community members and the public. Meetings are announced at least five days in advance. Individuals interested in serving on the 18-member tripartite board must collect and submit endorsements from 10 community members to be considered for election by the Board.

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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)

AC-OCAP's service delivery system is primarily administered through subcontracted agencies, with direct services provided via the agency's Volunteer Income Tax Assistance (VITA) Program.

Every three years, AC-OCAP conducts a Request for Partnership (RFP) to solicit outcome-based programs and services that leverage the existing service delivery system to support Alameda County's low-income residents. Services are targeted to promote self-sufficiency in two primary areas:

- Entrepreneurship/Job Training with Employment Placement, and
- Low-income Housing with Supportive Services.

Selected agencies become AC-OCAP subcontractors, forming a unique Community Economic Opportunity (C.E.O.) network. This network of anti-poverty service providers works collaboratively to improve self-sufficiency among the county's low-income community. Each C.E.O. partner manages its own intake process, which AC-OCAP reviews during contracting and monitors through site visits at least once every funding cycle. In addition to its subcontracted partners, AC-OCAP operates internal programs providing a range of supportive services, including:

- Food security,
- Legal assistance,
- Financial empowerment, and
- Information and referral services.

Through this combined system of subcontracted and internal services, AC-OCAP ensures comprehensive support for low-income residents while fostering collaboration and efficiency among anti-poverty service providers.

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?

The Community Economic Opportunity (C.E.O.) network of service providers plays a critical role in alleviating poverty in Oakland and Alameda County. These providers are AC-OCAP grantees, each operating programs with specific targeted outcomes to advance self-sufficiency among low-income residents. C.E.O. grantees are not-for-profit organizations that develop and manage their own programs while collecting demographic and service data from the participants they serve. All participants supported through AC-OCAP funding must meet low-income eligibility requirements, ensuring that services are focused on those most in need.

Through this network, AC-OCAP leverages the expertise of multiple community-based organizations to deliver comprehensive, outcome-driven anti-poverty programs across the county.

Linkages and Funding Coordination

CSBG Act Sections 676(b)(1)(B) and (C); (3)(8), (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)

As a public Community Action Agency housed within the Human Services Department of the City of Oakland, AC-OCAP collaborates and mobilizes public and private resources to maximize the leveraging capacity of CSBG funds. AC-OCAP works closely with key local programs, including:

- Head Start Program
- Adult and Aging Program
- Community Housing Services Program

To effectively address the needs of Alameda County's underserved low-income communities, AC-OCAP actively establishes and maintains strong partnerships with other organizations focused on poverty alleviation. These community partners are engaged on an as-needed basis to enhance program reach, resource sharing, and service effectiveness. Examples of community partners include:

- Everyone Home's mission is to end Homelessness in Alameda County.
- United Way of the Bay Area, works toward health, education and financial stability of every individual.
- Spectrum Community Services mission is to improve the health and safety of seniors and low-income residents in Alameda County through LIHEAP program.
- All In Alameda County employs proven strategies that combine self-reliance, community engagement and government support to end poverty.
- Alameda County Community Food Bank distributes 380,000 meals a week through its network of 275 nonprofit agencies throughout Alameda County.
- Alameda County First Five supports the comprehensive development of children from 0 to 5. Passed by voters in 1998, Proposition 10 added fifty cents to cigarettes to fund early childhood care for Alameda County children, otherwise known as First 5 Alameda County.
- Alameda County Public Health Department provides health assessments, disease prevention, community outreach, policy development, education, and access to quality medical and health care services.
- Alameda County Social Services Agency is responsible for promoting the economic social well-being of residents and families in Alameda County.

- EASTBAY Works is a public workforce development network of job centers, economic developers, support service providers, and educational entities. The network and its partners provide benefits and services to employers, job seekers and youth, aged 16-24 at no cost.
- Alameda County Workforce Investment Board ensures that Alameda County's workforce development system benefits employers and job seekers through quality jobs, high skills, and high wages.
- Oakland Workforce Investment Board oversees the implementation of Oakland's Federal workforce training and employment program.
- Oakland Fund for Children and Youth (OFCY) was established in 1996 as a voter-approved program to support direct services to youth under 21 years old.
- Oakland Head Start focuses on early child development, fostering social skills and school readiness for low-income families.
- Oakland Unite is a Violence Prevention initiative approved by Oakland voters in 2004 to fund violence prevention programs, additional police officers, and fire services for Oakland.
- Tri-Valley Anti-Poverty Collaborative supports a community where struggling residents across the region can achieve a basic standard of living in housing, health care, nourishment, education, and sustainable financial resources.
- Oakland Thrives' mission is to make Oakland's children, families, and communities the healthiest in the nation.

Through these collaborations, AC-OCAP ensures a comprehensive, coordinated approach to improving economic security, access to services, and overall well-being for low-income residents.

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 following agencies are 2025 sub-grantees:

Entrepreneurship/Job Training & Employment:

Chabot Las Positas Community College District; Hack the Hood, Inc.; Rubicon Programs, Inc.; Urban University; New Door Ventures; Love Never Fails; and Lighthouse Community Public School

Low-Income Housing:

St. Mary's Center; Alliance for Community Wellness; Covenant House California; Fremont Family Resource Center; Lao Family Community Development; Operation Dignity, Inc.; A Diamond in the Ruff Inc.; and Change to Come

Information & Referral:

Eden Information & Referral, Inc.

Financial Empowerment:

Housing & Economic Rights Advocates (HERA)

Memorandums of Understanding:

Safe Passages (Food Security); City of Oakland Department of Human Services Community Housing Services (Food Security); Oakland Summer Food Program (Food Security); Alameda County and Oakland Workforce Development Board (Workforce Development)

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)

Annual orientation meetings are held with grantees to ensure the effective delivery of services to low-income individuals while minimizing duplication of efforts. In addition, audits are conducted on the data submitted and collected from grantees to ensure accuracy and accountability.

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

As part of its infrastructure and governance, AC-OCAP will continue to develop, refine, and implement comprehensive fund development plans. Embedded within the City of Oakland's Human Services Department, AC-OCAP leverages funding to expand programming and services that directly address identified needs and service gaps impacting Alameda County's low-income population. To maximize impact, AC-OCAP will maintain and strengthen collaborations with key partners and funding sources, including the Community Development Block Grant (CDBG), Workforce Innovation and Opportunity Act (WIOA), Housing and Urban Development (HUD), and Head Start. These partnerships enhance our ability to braid resources, expand capacity, and deliver services that support economic security and long-term stability for families and individuals.

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

Our contingency plan for managing a potential reduction in funding would involve proportionally adjusting the allocation of grant funds to each grantee. This approach ensures that the impact of reduced resources is distributed equitably while preserving the continuity of essential services to low-income individuals and families. Additionally, we would work closely with grantees to identify cost-saving strategies, leverage alternative funding sources, and minimize disruption to critical programs.

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

Each sub-grantee is required to report the number of volunteers and total volunteer hours contributed to their mid-year progress and annual reports. This information helps demonstrate how donated time and community engagement support the program in achieving its planned objectives.

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)

Five grantee programs focus specifically on supporting youth from low-income communities by addressing the challenges of alternative school programming, preparing them for careers of their choice, and equipping them with skills for the jobs of the future. These programs include Chabot–Las Positas Community College District, Hack the Hood, Love Never Fails, Lighthouse Community Public Schools, and New Door Ventures.

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

As part of its infrastructure and governance, AC-OCAP will continue to partner with community agencies to expand impact and build capacity. Embedded within the City of Oakland's Human Services Department, AC-OCAP strategically leverages its funding to support additional programming and services that address identified needs and gaps affecting Alameda County's low-income youth population.

As part of this comprehensive strategy, AC-OCAP will actively pursue opportunities to collaborate with organizations and agencies to align and maximize existing resources, including Community Development Block Grant (CDBG), Workforce Innovation and Opportunity Act (WIOA), Housing and Urban Development (HUD), and Head Start. By leveraging these funding streams, AC-OCAP seeks to expand capacity, improve service coordination, and increase the overall efficiency and effectiveness of programs serving Alameda County's low-income communities.

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)

AC-OCAP will continue to fund programs that support Alameda County's low-income communities in securing and retaining meaningful employment while providing comprehensive wraparound services. These services include life skills training, educational enhancement, literacy development, vocational training, job search and résumé building, job placement assistance, case management, and mentoring. These are all designed to help families and individuals achieve long-term economic security.

Dedicated to building capacity and creating clear pathways to employment, AC-OCAP supports workforce and training programs that expand opportunities for low-income residents. AC-OCAP actively participates in and engages with the Oakland and Alameda County Workforce Investment Boards (WIBs), while collaborating with the Oakland Private Industry Council, local chambers of commerce, community colleges, and other partners to address employment and job training needs.

As a mandated partner of the Workforce Innovation and Opportunity Act (WIOA), AC-OCAP has formalized its role through MOUs with both Alameda County and the City of Oakland Workforce Development Agencies. In direct response to community-identified needs, AC-OCAP and its C.E.O. Network partner Rubicon (a WIOA service provider) have established a remote job center in partnership with the Alameda County Eden Area One-Stop Career Center, managed by Rubicon, to expand accessibility to employment resources.

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)

AC-OCAP has historically supported programs such as Head Start, Safe Passages, Community Housing Services, and the Oakland Summer Food Program, along with other community initiatives, by providing emergency supplies, essential services, and nutritious foods to address summer hunger and malnutrition. The annual Thanksgiving Lunch Program has also been a valued tradition, bringing seniors and families together for a community meal, with AC-OCAP contributing monetary support to help fund the event. These vital programs will continue to be sustained to ensure that vulnerable residents have access to resources that promote health, nutrition, and community well-being.

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))

AC-OCAP leverages its membership in the Community Economic Opportunity (C.E.O.) Network of anti-poverty service providers to coordinate efforts and deliver emergency services and programs for Alameda County's low-income communities. Through this collaborative network, residents can access a broad range of supports. For example, Eden I&R operates the easy-to-remember 2-1-1 referral line, connecting individuals and families to food resources, housing support, energy assistance (LIHEAP), and other essential services. Additional C.E.O. partners enhance this system of care by offering food security programs, legal assistance, financial empowerment services, and other supportive resources designed to help residents achieve stability and self-sufficiency.

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

We coordinate our services with LIHEAP by providing referrals to local agencies, other partnerships or linkages that inquire about services provided by LIHEAP.

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)(0), State Plan 14.3d)

AC-OCAP will continue to leverage its funds and resources to collaborate with existing partners and creatively address community challenges by providing support, space, and expertise to help move ideas from inception to implementation. For example, AC-OCAP actively supported the launch of the Fatherhood Initiative, helping it to expand to a larger platform. Additionally, AC-OCAP funds programs that train Alameda County's low-income residents to secure and retain meaningful employment while offering comprehensive wraparound services, including life skills training, job readiness, and case management. One grantee supported by AC-OCAP serves formerly incarcerated individuals in Oakland, providing reentry navigation, employment connections, and assistance with securing stable housing.

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)

AC-OCAP will continue to partner with community agencies to identify innovative ways to serve Alameda County's residents. Embedded within the City of Oakland's Human Services Department, AC-OCAP is well-positioned to understand community challenges, identify gaps in programming, and strategically use its funding to provide or leverage additional services that address the needs of low-income populations. As part of this comprehensive approach, AC-OCAP will actively pursue opportunities to collaborate with other organizations and agencies to maximize existing funding and expand program capacity.

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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.

Monitoring activities are an integral part of AC-OCAP's ongoing process for evaluating programmatic and fiscal compliance among the programs it contracts. The purpose of monitoring is to ensure that programs operate in accordance with federal CSBG regulations, as well as the terms and conditions of State and City contracts. The process also helps identify program challenges early, allowing corrective actions to be implemented to ensure success.

To support this process, partners submit mid-year and annual reports, participate in reviews of funding requests, and undergo both desk audits and on-site fiscal and programmatic monitoring visits using AC-OCAP's standardized monitoring tool.

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.

Throughout the three-year contract period of the grantees, each AC-OCAP funded program is required to:

1. Participate in desk audits and at least one on-site monitoring visit.
2. Submit mid-year and annual progress reports detailing accomplishments, collaborations, FNPI outcomes, and other relevant demographic and program data.
3. Deliver an annual presentation to the Administering Board, alongside program recipients, providing updates on program activities, highlighting strengths and challenges, and showcasing achieved outcomes.

These presentations enhance program accountability to the AC-OCAP Administering Board and provide a transparent overview of each program's impact on the community.

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)

Our evaluation method is designed to assess client progress and identify programs that effectively support Alameda County's low-income residents in achieving self-sufficiency. Measurement tools include:

- **Intake Review:** Grantee intake forms are reviewed to ensure CSBG income eligibility and program criteria are properly screened.
- **Data Tracking:** Grantees collect, and track data based on their contracted scope of work, aligning outcomes and goals with FNPI indicators across multiple domains, along with client and household demographics.
- **Monitoring Visits and Desk Audits:** These are conducted and reported to AC-OCAP through mid-year and annual reports.
- **Progress Reports:** Grantees submit detailed reports summarizing program activities, accomplishments, outcomes, demographics, case studies, collaborations, and successes and challenges. Agencies not meeting performance objectives must submit a corrective action plan, with funding at risk if improvements are not achieved.
- **Customer Feedback:** Satisfaction surveys are collected from program participants to gather feedback and evaluate overall program performance.

This comprehensive evaluation approach ensures accountability, promotes continuous improvement, and highlights successful programs that effectively advance clients toward economic self-sufficiency.

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)

One key application of AC-OCAP's evaluation process is to measure each grantee's performance in achieving deliverables designed to alleviate poverty and promote self-sufficiency and economic prosperity for individuals and their families. Using FNPI indicators, grantees are required to report outcomes based on their submitted Scope of Work (SOW). These outcomes include job placements and employment, paid internships, educational achievements, income and asset building, housing security, health and social-behavioral development, and results across multiple domains.

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)

Using the full ROMA (Results-Oriented Management and Accountability) cycle, AC-OCAP identified a critical need among low-income youth and adults in Alameda County for workforce readiness and career pathway support.

Assessment: Through community surveys, partner input, and demographic analysis, AC-OCAP determined that youth in underserved neighborhoods faced significant barriers to education completion and employment opportunities.

Planning: AC-OCAP collaborated with local workforce agencies, community colleges, and nonprofit partners to design programs that offered life skills training, vocational education, internship opportunities, and job placement support. In addition, through AC-OCAP's strategic planning process and needs assessment, we have identified and re-affirmed one of the highest levels of poverty exist within the unincorporated area of Ashland and Cherryland within Alameda County. Through joint planning efforts with the Alameda County Board of Supervisors and the local Ashland Cherryland Healthy Communities Collaborative (ACHCC), a new low-income community representative was democratically selected to join the AC-OCAP Board.

Implementation: AC-OCAP funded and coordinated programs such as New Door Ventures, Hack the Hood, and Chabot-Las Positas Community College District initiatives to provide comprehensive training and mentoring services tailored to the needs of low-income youth. Since 2021, AC-OCAP has been holding the VITA (Volunteer Income Tax Assistance) Program from February to April of each year and held at the West Oakland Public Library. AC-OCAP has partnered with United Way of Bay Area along with nine other Northern California counties to provide no costs tax preparation services to communities in Oakland and Alameda County. Since 2021, we have served over 1,058 tax filers, trained approximately 50 volunteers, increased staff and support staff by 3 persons, increased days and hours of operation, and increased marketing outreach via social media, city communication channels, and overall community outreach. We anticipate continual increase in volunteer recruitment, increased days and hours of operation, and more community outreach to accommodate the tax-filing needs of low- to moderate-income families and seniors in the community.

Achievement of Results: These programs led to measurable improvements in employment readiness, internship placements, educational attainment, and engagement with supportive services. Outcomes were tracked using FNPI indicators and reported through mid-year and annual grantee reports.

Evaluation and Adjustment: Through monitoring visits, desk audits, and participant feedback, AC-OCAP identified areas for program enhancement, such as expanding remote access to training and increasing partnerships with local employers. These refinements strengthened program effectiveness and increased overall impact on youth self-sufficiency.

Outcome/Impact: By applying the full ROMA cycle, AC-OCAP facilitated tangible change by equipping youth with the skills, experience, and resources necessary to pursue meaningful employment, thereby contributing to the revitalization of low-income communities across Alameda County.

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.

Equal opportunities regardless of age, race, ethnicity, disabilities, gender, religion, culture, national origin, and sexual orientation.

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, this is identical question to Q #1

☐ No

4. If yes, please describe.

Equal opportunities regardless of age, race, ethnicity, disabilities, gender, religion, culture, and sexual orientation.

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?

2023

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

The agency's main strategy is to remain operational during and after a disaster to allow for Temporary Telecommuting, an agreement between the City of Oakland and local unions that permits staff to work in a designated area outside the office, including from home. In addition, as a public CAP agency, AC-OCAP staff are mandated emergency service workers who are part of the City of Oakland's Office of Emergency Services (OES) response system.

An emergency operations plan, or EOP, describes how people, property, and the environment will be protected during an emergency. The EOP details who is responsible for carrying out specific actions, establishes lines of authority and organizational relationships, and outlines how actions will be coordinated. The EOP provides guidance for all-types of hazards which may impact the City of Oakland throughout the year. The EOP guides personnel in performance of their duties before, during, and through initial emergency recovery. In 2023, the City of Oakland updated its Emergency Operations Plan.

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Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

- i. to remove obstacles and solve problems that block the achievement of self-sufficiency (particularly for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);
- ii. to secure and retain meaningful employment;
- iii. to attain an adequate education with particular attention toward improving literacy skills of the low-income families in the community, which may include family literacy initiatives;
- iv. to make better use of available income;
- v. to obtain and maintain adequate housing and a suitable living environment;
- vi. to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent individual and family needs;
- vii. to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots
- 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 widespread 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)(8) 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.

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.

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.

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
Transcript of Public Hearing-Community Needs Assessment held on June 25, 2025)	B
AC-OCAP 2020-2025 Strategic Plan	C
2024 Tax Season EITC/VITA Participants Survey	D



Join Us In Shaping Oakland's Future Through Your Insights



On June 25th, we invite you to participate in the Community Needs Assessment presentation at the West Oakland Public Library.

This assessment is a vital tool in our collective journey towards a better, more inclusive community. Your insights are not just responses; they are the building blocks that will shape city services and community initiatives for years to come!

Zoom Link: <https://oaklandca.zoom.us/j/85613614730pwd=F9tnfojW52sVD1vw7Ydmmyd3HjBkux.1>

Meeting ID: 856 1361 4730

Passcode: 154268

**Where: West Oakland Public Library (1st floor – main auditorium)
1801 Adeline St., Oakland, 94607**

When: June 25, 2025 (5 pm–7 pm)

Pizza and light refreshments will be served.



APPENDIX B

Community Needs Assessment Public Hearing TRANSCRIPT 6/25/25 at West Oakland ⁷⁷ Library 5 pm – 7 pm

Dwight Williams 0:00

Hospitals. They've already closed a bunch of hospitals, so there's going to be more of that. So just get your saddle on because we we're in for ride as we go through this year, and then the states calculate and distribute the funds to all of the Community Action agencies. They got a formula that says, Okay, your poverty rate was 9.4 you get million dollars. Yours is 6.2 you get 100 pounds. Or, you know, however, their numbers are but it's interesting, but we pay attention. The history of community action goes back to 1964 when President Johnson declared the war on poverty, and then you had the Economic Opportunity Act of 1964 that's when all of the community action agencies were established in 64 then in 71

Dwight Williams 1:14

the Community Action came to Oakland. Community Action brought Head Start, which is part of our human services department. In 77 they brought Oakland paratransit, which is part of the assets program for the elderly. That's part of Human Services. 79 had the multi Senior Services Program, your program is connected directly, but that isn't it, Sandra. See, Sandra is chair of several other community boards and involved in a lot of different things, so I have to be very specific. We're talking to her about different programs, but she is the president of the United Seniors Center.

Dwight Williams 2:37

So then in 98, you had a Welfare to Work program, and this is all about Community action agency, then a Project Choice in 2003

Dwight Williams 3:01

the food stamp outreach program in 2005

Dwight Williams 3:04

and then IDA Bank On. There's been a lot of programs that have been developed by different funding sources, but they're in Oakland and Community Action usually implements these. This is almost like an off-center program. It's like, okay, this little program over there that'll make an impact. So that's what we do.

Dwight Williams 3:34

And in 2019 we got a grant from the grant was from. Who did that come from that? Okay, that was from the Tax Board. And so we actually funded agencies to do the Volunteer Income Tax Program at their location. Actually, Jackie was one of the people that got one of our grants, and now she's here.

Dwight Williams 4:08

2011 that's when Oakland Community Action Partnership became AC OCAP. That's when the Oakland was asked to absorb Alameda County Community Action program. The only one in this area that's not in our that's in Alameda County, but not part of AC-OCAP is Berkeley's program, and I don't that discussion had occurred a couple times, but it was like, You got 250,000 and you want us to implement how many programs? It just didn't make sense, because 250k how many people can you employ to manage the program for 250k, maybe one, two part timers. But once you pay salary benefits and a lot, you think, I don't know a lot, and you want somebody to implement a program in the community with what? So that decision was not, you stay over there. Then we did the Cares program. 50 years. We celebrated 50 years in Oakland As a community action agency in 2021 we still have a few things around, some cups and mugs and stuff like that. And we actually moved here in 2023 as our Volunteer Income Tax Program, because we were at the let's see, in 17 and 18, we were at building two seven, city of Oakland, across from city hall. Then they told Jack that she had to move.

Dwight Williams 6:13

So we moved to the downtown Oakland Senior Center, and we were there for two years. We have two problems. The biggest problem is Wi-Fi.

Dwight Williams 6:24

You were in the middle of preparing a tax return, Wi Fi went down, and

Dwight Williams 6:30

it might not come back up for anyone. So you got somebody that you're working with and somebody waiting for a Wi-Fi signal. We moved over here and we bought hot spots.

Problem gone, and this is the third year. Have you had any problems with Wi-Fi? Zero? So we're great, this library, this building, yes, yeah, this is, this is our third year here. 2023, 2024, and 2020, 2025,

Samia Zuber 7:05

and go ahead. No, I, I just didn't know that. I remember when you all were I met you at building over by City Hall. So I was Yeah,

Dwight Williams 7:17

and you know, when we were there, we couldn't get city employees to come in and get their taxes prepared for you

Dwight Williams 7:35

wouldn't believe some of the stories we've heard. It's like, No, we can't do that. I ain't got time right now, which, hey, the tax people 300 miles, we can save you that \$300.

Dwight Williams 7:52

check with me later. So we did a lot. We heard a lot of those. But since we've been here each year we have got the award from Alameda County, United Way, or United Way united, United Way of the Bay Area. They give an award out every they get multiple awards, but we've gotten the largest growth.

Dwight Williams 8:22

for the largest growth. So we started here. After that we're here. And what was it? 424,

Dwight Williams 8:39

that was blank.

Dwight Williams 8:41

That's great, though. Library things like our foot traffic has significantly increased. Guys do and as we feed people

Dwight Williams 8:55

So when we prepare taxes, we prepare we provide lunch. If you get your taxes done, you can come here. You can get lunch. And on Wednesdays, we prepare lunch and dinner, because the library stays open till seven. So we'd like, Okay, what time is dinner? Usually they bring it over about five?

Dwight Williams 9:30

So but we're we are happy being because this allows us to really mingle and touch the community. I mean, because we got the senior center diagonally across the street, we got the Defermery park right across the street. There's youth in one place, there's seniors in another place, and there's knowledge in this place. So it's, it's, it's been good for us. So far, we've been we've enjoyed it, and we continue to kind of grow with it. Like I said, they like it. I love it.

Dwight Williams 10:20

Very long story. Okay, so I'll just kind of give you a full board. Our vision statement for Alameda Oakland Community Action Park is to end poverty within the city of Oakland and then throughout Alameda County. Our mission statement is to improve our community, our communities, by creating pathways that lead to economic empowerment and prosperity. So we take little bitty ideas, you can't do that, that won't work, we try it. And as a grantee, you know, if you run into a problem and you can't get what you initially said you were needed to do or you had planned to do.

Dwight Williams 11:07

If that didn't work, what do we tell you, pivot. Tell us what your new plan is not. It's like, oh, well, you failed. You've got to get out. No, because we want success. So it's like, okay, you went straight, ran into a brick wall, turn, do something different. Just tell us what it is, how you're going to do it, when you're going to do it, what you expect to do. And we keep moving.

Dwight Williams 11:37

So far, think we've only had one person, one grantee that dropped out of the program for our three year period. So keep going. Then the purpose is Community Action Partnership has a responsibility to plan, develop and then execute the efforts to alleviate poverty and then work towards systemic change will enhance the opportunities for families of low income throughout Alameda County to achieve self-sufficiency. This is an area that has a lot of income. I mean, not just the whole city of Oakland. We're in an area that has been depressed for years. I mean, any factories here. There's a couple, but the polluters down here also, so like, what about that high tech manufacturer? And in West Oakland, that's not happening. So AC-OCAP cap self-sufficiency definition is having the means and the opportunity to meet a range of individual needs, because everybody is not the same and everybody don't need the same thing. And we tell that to our to our grantee, what you're doing is what you're doing, what they're doing may be totally different, but it's all in an effort to try to end poverty, we don't know what magic formula it's going to take, because since 64, that's 61 years. And I always ask, it's like, okay, can we really

Dwight Williams 13:23

eliminate poverty 60 years and you still trying?

Dwight Williams 13:37

So here is

Dwight Williams 13:39

how we are structured as AC-OCAP. We have an 18-member board. We have representatives from six public officials. That means there's the mayor of Oakland, has a seat. Three council people. That's district three, district five, and district seven, because those are the heaviest. Those are the three council districts with the highest poverty out of the seven. Then we have two Alameda County supervisors, Nate Miley's office and Lena Tam's office. Then we have three representatives from the business group, Alameda County Social Services, United Seniors, which Sandra represents that seat. And then we just added Jamko Foundation, which is connected to employment with you, with merchant

seamen. And just think about that merchant Seamans make, or hey, they make good money. They're at seed a lot of time. But

Dwight Williams 14:53

when have the youth had an opportunity to get in early enough to become a merchant seaman.

Dwight Williams 15:05

So are we going to work this one? Yeah, we going to work it. And then we have our community members, which is not fewer than 1/3 but we have nine seats from four community members, one from each of the seven districts and then two from Alameda County. At the present time, we have the two Alameda County seats are vacant, so I'm looking for somebody, two people from Alameda County that don't live in Oakland or Berkeley, but we have two seats, and we'd love to have somebody

Dwight Williams 15:47

what we really like somebody from it's

Dwight Williams 15:52

from Fair Oaks and out there In the higher poverty areas, because they're not represented.

Dwight Williams 16:03

We don't know what they want because we don't have anybody out there. We don't have any staff. We don't have any agencies that... that are grant-funded through us,

Dwight Williams 16:20

And really sure how to bring them in, but we love to be able to say, Okay, we have a grantee out there that we're funding, that we can get stuff to work.

Dwight Williams 16:33

I'll show it later. It'll see all of it. Well, okay, where it is. It where it is. It's out in South Alameda County. Is

Samia Zuber 16:48

there a age requirement, or uh, or C,

Dwight Williams 16:54

your age requirement?

Puthea On 16:56

They do have to be 18 and over, but

Puthea On 17:01

I will look into that.

Samia Zuber 17:02

And would you all be open to our member? That's younger?

Dwight Williams 17:07

Sandra. I remember we were talking about that for a while, and Sandra's been on the board. How many years? What? 22? So she is a community,

Dwight Williams 17:28

But we talked about trying to bring a youth on to give them some training and exposure. And I don't know what happened to that.

Sandra Johnson 17:28

We can still do it.

Dwight Williams 17:40

We can still do it. She said we can do it. So if you have somebody, Hey, talk to us.

Samia Zuber 17:48

I might, I might have someone.

Dwight Williams 17:50

okay, we love to hear it...cause man, wonderful.

Dwight Williams 17:56

It's last. The last time we did this in 2023, that's what we got. One, one new board member, or didn't get to print one, at least one so. So here's a picture of 2021, at our retreat. That was, I think that's the last picture we have in this current she was the board chair for a year. 27 years. 95 years.

Sandra Johnson 18:28

Yeah, sharp, sharp as a cat,

Dwight Williams 18:29

chicken, bacon, uh, peach cobbler. Oh, man, that

Dwight Williams 18:38

was that was a good peach cobbler. All right, let's, let's dig into the notes. This is Alameda County Democratic according to and we use the five year setting for everything, because if

you just use one year, your data may be totally skewed. The following year, and we really saw it with the child income tax credit, because when it was available, poverty went down. The following year it was gone. That's what poverty did. It went right back up. So that's why we everything that we do is, is the five year study. So you have population of 1.6 million people. Oakland is 438,000 and you can kind of see where most of the people are. You got 57 57% of the people are 25 to 64.

Dwight Williams 19:49

So but that's what we start with, and as we keep moving, here's the race and ethnicity of our media resident. 32% are Asian. 32% are white, 23% Latinx. I mean, we've got 9.9 basically 10% are black, and then you've got the other races.

Dwight Williams 20:37

Look at the federal poverty. It's hard to live off that each month. It is hard, but there's a lot of people doing it because that's all they have. And if you're SSI, what is it like? \$996 is the maximum you can get.

Dwight Williams 21:06

You can barely pay rent for that amount. And they say, Okay, you can't go over 50% of your income for rent. It's like, well, if I only get \$1,000 where am I gonna rent for \$500?

Dwight Williams 21:21

you can't even get a garage, so it's rough area. Now here's an interesting map. It's hard to see, and I've got a different map a little later, but the darker areas are the areas where the population change. So these orange numbers here means that it went down, because this is hard to see, but it's 17% or less that it decreased, and then that's still down. But this is the, this is the black population change from 2010 to 2020 so most of the blacks moved out of Oakland. And then over here you have the Hispanic and you see, these are the growth areas. So when you see the darker greens, that means it just blew up. Well, 48 to 848, to 82% growth. So there's a lot of growth. A lot of Hispanics are moving into that area, into the Oakland and Berkeley, and you can see that. So you were asking, where is that? This is the area that there's not a lot of programming that we see.

Samia Zuber 22:56

What areas is that, like Hayward, like, what is it? Cherryland or something?

Dwight Williams 23:00

Cherryland, all in this area, right in here. And Julie, you may have more data on where the Julie's from the Alameda County Public Health so she sees a whole lot of data, but it's just, it's an area that, I guess you can say, seem like nobody cares, or nothing changes. It changes slower than we would really want it to.

Dwight Williams 23:49

So some numbers to just kind of show. This is Alameda County that are in living below poverty in 2010 it was 172,000. Ten years later, it went down by 20,000 in 2023 it went down a few more. Then in Oakland, it went down again. And that 10-year period, and it went down in 2023 when we look at the area that that AC-OCAP calls, because we don't cover Berkeley at all, so we end up subtracting their numbers from anything we do. But you see, this is the interesting thing that I see. It was 79,000 then it dropped 8000 then it went up 1000 but when you look at AC-OCAP area, it was 153 it dropped 33 it went up 8000 so something else is happening?

Dwight Williams 25:01

I don't know what.

Dwight Williams 25:05

We have minimal data. And you know, you kind of slice things like,

Dwight Williams 25:11

why? In Alameda County, it went down another 3000 in Oakland, it went down another 2000 Well why is it that the areas that we provide services, it went up 8000?

Dwight Williams 25:31

So these, these are the kind of things that kind of puzzle me, and I start digging, and like something just not right, so I keep trying. Here we have the people that the residents that are living in Alameda County, and this is by city. These are all of the cities in Alameda County.

Dwight Williams 26:14

But the ones that I find most interesting, like Ashland, you see, each time you got 2019 and 2021, then 2023,

Dwight Williams 26:27

it keeps going up.

Dwight Williams 26:31

It was and then you got Union City has gone up. Every year, Pleasanton has gone up. I don't know how many of you guys grew up in this area.

Dwight Williams 27:01

So maybe the residents living in poverty has gone down. If you gone down, it's gone down. Cherry land, it's gone down. Oh, wow. But this is what different from 2019 to 2021.

Julie Williamson 27:24

You know, it's caused by gentrification, by population.

Dwight Williams 27:29

Yeah, that's one of those.

Dwight Williams 27:37

So when we grab a census of data. It's like, okay, let's make a couple of assumptions. We usually have to make assumptions because as you peel down to the next layer of data. Like, ain't no answer that's not possible. Well, we just keep gathering data and then try to come up with programs or target an area or something. Try to figure out, what can we do? How can we make a program that's sustainable, that works for people? And as you can see, the dark, dark numbers around Oakland, the numbers just keep going up. I'm not gonna stay on this, because I can't hardly see it. So I know you can't see it. Here's a couple things that, that I've noticed that are behind. No, I won't, I won't say that far behind that I think are behind some of the issues. You got a federal tax credit, it went down, and then it went back up. So the tax credit was a key factor on that, and most of the growth was really about the child tax credit. And then in Alameda County, you have fewer children that are living in poverty in 2021 and again, that is one of those things that's gotta be tied to the child tax credit. I don't have any proof, but I think it is. And then if the child tax credit had not have been implemented, poverty would have been 5% at least 5% higher, and we probably would have gotten a bigger grant.

Samia Zuber 29:36

Does any of the data from the data that you have for out migration from Alameda County. Does it segment down to poverty level? So like, understand who's moving out of Alameda County?

Dwight Williams 29:51

I think there's a, I think if I sliced it a different way, but Julie and Jenny may have a another idea, because they are the Alameda County data. I just pulled my date census, since it's like, okay, I'm just taking California. I mean, United States, California, Alameda County, Oakland, and then I'll do Berkeley and Hayward and stuff like that. And I think if we cut it down to see the under the income area, you know, like under 12,000 that may show us something, but it takes a lot of time. When you start digging down there, it's like you better have some time or so I actually, I started working on this in 2015 and I've had a number of different ideas, but this last time I start, I started a census tract data, and that was, and I'm gonna show some of that later, but I actually wanna get to that. So this is the annual income for four in Alameda County,

Dwight Williams 31:19

poverty level, 30,200%

Dwight Williams 31:24

of the poverty level, you get 65 that means those two people making about \$14.42 and up minimum wage in Oakland is \$16.50, I Think, or \$16.95, right in that area. But the income that that meets the basic needs. 123, much higher. We're not getting there yet. Here's the unemployment rate.

Dwight Williams 32:02

2021 is the red. 2023 is the blue. Looks dark for most of the most of the cities, its lower. Doesn't say what the salary the average income on that is, and this, again, we got a lot of data points,

Dwight Williams 32:31

Education, 2021 22 graduation rates, and then 23-24 this comes from the California Department of Education. And again, I started this, grabbing their data from 2015 and some of the rates like I know the African American they were in six. And it has grown. It has increased almost every year. So for them to go backwards or decrease from 81% to 70% to 80% that's interesting. So you know, it's like, why? What did COVID do to to all of that? Because you got all these years are COVID years. So I'm curious if,

Dwight Williams 33:34

if I got data from 2017, 18,

Dwight Williams 33:38

and it was low, how did you get an improved, increased graduation rate if people weren't coming to school, only 20 we were closed, mostly from March going forward. But how did they do the attendance and were they really learning? So I have too many questions. And then food security, you guys probably know this, the number of individuals receiving

CalFresh increased about 33% from just before COVID hit to the end of 2022 and we would like to use more current data, but the census doesn't provide 2024 data. Aint, is not in yet. 2023 How soon do you get confirmation of like 2023, data, you guys are looking at one

Jenny Wang 34:48

number. We already got some information that food insecurity is increasing because within pantries have shot up already just between May and June, 20%

Dwight Williams 35:00

get your saddles on because the program is going to get more difficult. 9.3% are food insecure in 2023 okay, so what numbers are going to be when we finally see a number? 12% 13,14?

Jenny Wang 35:28

Well, notice the cuts now, but things have already been cut.

Laura Ross 35:35

and the cost of food keeps going up.

Dwight Williams 35:44

So here's my other this is where the census track information starts. So I start with the United States. Look at everything.

Dwight Williams 35:55

this is what it says in 2022

Dwight Williams 36:00

331 million people, 66% are white, 13% black, 6% Asian. On that, 125 million households. And then the number of households with someone less than 18 years of age, you got 30% of the households like that, 35% are renters, and then high school grads 2.1% and the income that's less than 15,000 is 3.3% then I go to the state,

Dwight Williams 36:45

and within California, you got 39 million, 48% white, 5.6% black, 15% Asian. So Asian was 6% in the United States. So you'll see some different numbers. Number of households, 13 million. So 44% are renters. 35% national were renters. So I just kind of look at some of those numbers.

Samia Zuber 37:22

Capture the Latin Latinx population

Dwight Williams 37:24

in in two, two different ways, because they say Latinx by ethnic and then by race, because if you say not Hispanic, then that's I would be a non-Hispanic, but I'm black, and then they have the Hispanics, and then the for the ethnicity it would be, it's either non-Hispanic or Hispanic. And if it's Hispanic, it's confusing how the Census does that, because it always totals more than 100% it's like, okay, so which ones are y'all double-counting

Samia Zuber 38:06

where? Where's the Latinx population captured?

Dwight Williams 38:11

I didn't capture that specifically, so that I captured because I didn't, I don't like the way they do. So I try to minimize. It's like, Well, where do they really fit? But I will add it because you ask that question, because I have the data, it's just like, Okay, do I fill up the whole slide?

Then? Alameda, here are our seven districts. Again, the population 438 versus 437 and we looked about right Jenny, some other race,

Dwight Williams 39:03

because that's what they put in the system.

Dwight Williams 39:09

They have a two races, then they have more than two races, like okay, but you see, the household income for less than 15,000 is 3.8 that's higher than it was for the federal, I mean, for the country and for the state, 58% renters. We were looking at 35% renters before. So it's like, wow.

Dwight Williams 39:48

Have you guys ever seen this nose before?

Dwight Williams 40:00

That's 880 going around. This is West Oakland. This is my attempt at capturing census tract. Since I didn't have the GIS spatial to do a fancy map, I did a Google Map, print it, scanned it, and then mark them and scan it again. So there's three districts or three tracks in West Oakland, you have since subtract 2024 which goes from 14th street down, let's see 14 is on the other side, is four blocks up from here, and it goes all the way down to Grand Avenue. And this is Adeline that X is where we are right now. So that census tract covers that area from grand to market to 14th to Adeline. And here's the track day, 2600 people that live in this track. 17% are white, 55% are black. We didn't see any of that number, anything like that in the national the state for Alameda. So, there's a huge concentration of blacks right here. Household income, less than 15k

Dwight Williams 41:54

9% and we were talking about 3% so there's something going on down here, and I'm not sure what, look at the renters numbers 77%

Dwight Williams 42:17

Here's the census tract that is above. This is the library. Is say where that C is. This is going from 14th all the way up to 7th Street, where McDonald's is. McDonald's is right here. So we've got 7th Street. Go down Adeline, go down 14th, and back up Market. You've got 2000 people, 17% white, 45% black. Household income less than 15,022.8%

Dwight Williams 43:02

uh, there's a lot

Dwight Williams 43:07

renters, 84%

Dwight Williams 43:12

so, and within this area, there's a lot of old Victorian buildings. It's just amazing that they have that. And then you have a lot of the lower income projects right in this area here.

Dwight Williams 43:38

The last one is this low. Long track that goes from Grand all the way up to the freeway, from Mandela Parkway over to Allen. So that's just one sense of track,

Dwight Williams 44:11

so what does that tell us? I don't know, but it tells me that there's some things wrong, and I'm not sure how we fix it, but this is where we are trying to do, create new things. Any questions about the census track data?

Puthea On 44:38

Dwight, yes. Maria has a question.

Dwight Williams 44:41

Okay,

Puthea On 44:43

go ahead, Maria.

Maria Huynh 44:49

Hi. Can you hear me? Yes. Okay. Good evening, everybody. I would like to add to what Dwight said about the fluctuations of poverty numbers in different parts of Oakland and Alameda County. This can be attributed to migration under-reported numbers, cultural and language barriers. I also wanted to mention to all the participants tonight that tonight is your night. Please share with us any emergent needs or concerns from your communities to reduce and eventually eradicate poverty in Oakland and Alameda County. So, what could be the driving indicators and factors in your communities that cause unemployment and lack of accessibility to a permanent and affordable housing? So please feel free to voice your concerns, thoughts, and ideas to narrow these gaps in opportunities and wealth. Thank you again for joining us tonight, and that's all I have to say.

Puthea On 46:12

Okay, thank you, Maria.

Dwight Williams 46:17

Okay, so in 2023 after that tax season, what one thing that we did... We gathered so we did survey in 2023 and we did one in 2025 also. But as you can see, we had 65 responses. Most of them speak English. They can read in English. Very few disabilities. A lot of vets, you see, 66% of the responses were black, and in 22% were white race.

Dwight Williams 47:17

Other people said, I prefer not to answer you.

Dwight Williams 47:24

But 67% were non-Hispanic. And then the part that that we really keyed in on the was it was a taxpayer, physically present, which is a requirement, we got 54% for those three that were not there. What happened there? What happened that they can probably get it involved. That's right, we were doing remote service. We did remote one year, and you talk about having an operation that super time consuming,

Dwight Williams 48:11

because people that were getting their taxes done remotely, they could send it in, and

Dwight Williams 48:17

you work on it, and you might not get a response from them for two days. So that's in the preparers queue, like, oh, you need to call me back. I can't finish the work. So Jackie decided that we weren't doing that. Then this is a good one, because we had 39% of the or 39 people are 63% said they've never filed at a free tax site.

Dwight Williams 48:51

So we were like, oh, yeah,

Dwight Williams 48:54

mobile banking. There was even they were, most of them were happy with their current banking partner. And then the age group, listen, I like the key on this.

Dwight Williams 49:09

So the people that come in are 65 to 84, where are the young people? They have to complete taxes too. They have to.

Jackie Jacobs 49:30

there are many free online services that people can use. And your younger people, they'll go to TurboTax and do it there, and sometimes they'll come to us and say, can you generate the same That's right. So there's many options for people to themselves. And younger people aren't buying. They do everything digitally anyway, so they're able to do it. So that's why we're not getting the other people we give our own younger families back, just single fathers that are younger, not coming, and some of the unless they are listed, very Unlike their teens, but parents, the younger ones working on.

Dwight Williams 50:28

what did we do this year? We attempted to reach more of them. This we had planned. We had training three Saturdays in January, and somebody had this idea about creating door hangers. So after the training, the plan was to have the participants that just got trained. So you take this block over here and just put a door hanger and tell them about the tax program, and you take this block over here as this block.

Dwight Williams 51:05

Everybody was tired, so we didn't do any door hanging.

Dwight Williams 51:12

So we said it was a good to reach, you know, all of those people that we know live right around here, but we just it's a limited amount of time.

Jackie Jacobs 51:30

I was thinking only to get more people in these communities going to these website, either or another, until we get credit. It's always a matter of just being aware and just keep them knowing it's available. So a lot of people, a lot of families, don't even know that, and the benefits when EITC comes out. Well, we just got the best.

Dwight Williams 52:41

So I've covered all of the information that I wanted to present, but we want to open it up for anything that wanted to question about the data or any other ideas, if you have a member that's in Alameda County that you want to recommend for our board, or anything like that, or from district 1 in Oakland, because we have that seat open. Also take any ideas.

Sandra Johnson

What are the areas for District One?

Dwight Williams 53:27

District 1 is North Oakland. I know, I know you know people over there.

Jackie Jacobs 53:29

That's a vacancy?

Dwight Williams 53:33

in your name. You're in district 1, aren't you?

Dwight Williams 53:39

to be able to give us at least three name,

Dwight Williams 53:45

yeah, we love would occupy that seat, yeah. Any other thoughts, ideas? And then you got something?

Dwight Williams 54:02

Okay, Jenny, it's your show. Come on up.

Dwight Williams 54:13

No, actually, Jenny provided me some, some Cancer data. Cuz, no one can save cancer. I am trying to really dig in to find out why does it occur with black men so much or breast cancer for black women? I mean, I'm biased, because I just I feel it so much, and it's like, what can we do? So as part of our study, part of our survey that we did in 2025 there were two questions on the survey that asked about cancer, and I don't remember the exact questions.

Puthea On 1 55:03

If you know someone who has cancer. Yeah, it's on the chairs.

Samia Zuber 56:09

Just in terms of the data and general questions and stuff, it's kind of particular to my organization, but something that we're curious about, and we're asking more questions about, is also broadband access, and understanding who has broadband access and open an Alameda County. So, we've been starting to understand that more through research that's coming out, also through local and undivided and work that they've been doing around broadband access. But it would be interesting to see more of that data included in some of this stuff, just because it's such a big there's such a big divide in Oakland and Alameda County.

Dwight Williams 56:53

The City of Oakland gives something about the broadband and I don't remember which department, I don't think it was IT? Because there was a grant for couple of \$100,000 to put broadband in all of the communities and anything you, yeah, it just kind of went away. I don't know if it was they went away because it was complete, or it went away because the money was gone, so they couldn't implement but because we were thinking about, I talked to you about a grant that we were looking to partner with. And I don't know what happened, but the city of Oakland wanted to combine all of our efforts so they wouldn't so it wouldn't be human services competing against department of violence prevention, against the city police for the second grant was like, No, we're going from as the city of Oakland, and then we'll look at that. So once we backed out, there was nothing for me to do, so I lost touch with it, but you were still pursuing it with there was a what was the organization now?

Samia Zuber 58:26

Oakland undivided, okay, I don't know if that's the same one you're thinking of it. I know they started through the city of Oakland, and that was the initiative around covid times, also around getting devices and broadband access to a lot of folks. But after, I think it started with the city, and then it became like its own entity or something. But I think it's dissolving, but they, they did, like they released a whole report around broadband access in Oakland, and there's, like, a lot of interesting data in that.

Madison Barton 59:00

Just to go off back to I basically read this book about environmental racism, and they mentioned broadband access and how actually directly affect development certain races in our communities just because they don't have the access to educate themselves or be educated on me or on the Internet, then they lose a ton of good resources over time.

Dwight Williams 59:28

There's just so many things that you know that are going on that I don't think we have enough communication with each other, because we do a lot of stove pipes, it's like, hey, things, what I'm going to you might not see my need. So, the progression kind of ends, but we need to. We got a lot, lot of things to do that broadband. We need to have broadband in every community because that's our future. I don't know anybody in here that's getting any younger. I know I'm not.

Dwight Williams 1:00:19

so but anything we can do to continue to improve the broadband, because that was there were laptops that was going to be available through that program, also, yeah, I know we backed out because we didn't want to get used laptops or rebuilt laptops, and then when they break, who are they going to call? They're going to call the city of Oakland. And it's like, well, but the city of Oakland didn't give them out. So, it's like, no, we can't do that for the bad word or the unresponsive service to if you give 1000 computers out to seniors, you better provide some solution, IT support and tech support and all that, because they going to wear out Your phone. So, the decision was made to not pursue that particular grant.

Any other thoughts, ideas?

Madison Barton 1:02:00

One point that was really interesting to me was that the

Madison Barton 1:02:06

number of holding student graduates, I would be curious to know, you know, how many schools are in each track area, and how many non-profits that they're operating in those areas too. I was widely unsure.

Madison Barton 1:02:28

maybe yes, yeah, the unemployment rates in these people who did not graduate High School, they were correlated. They looked too early. I don't know if you are, but I would just be interested in knowing the types of resources available in most areas. Well how it lies against school wise.

Dwight Williams 1:02:52

See you can, I think I saw something that provided well within this you can see all of the schools in Alameda County, because they're part of the, or all of the schools in Oakland, because that's where most of the focus was this, yeah, this was just Oakland. So we looked at all of the schools. And then just sliced it by race, but you can slice it by zip code to see, okay, well, why y'all

Dwight Williams 1:03:31

doing something over to here that's so different from 94621?

Dwight Williams 1:03:39

and then and it's rough when you get data, you can't do anything about the data except ask questions.

Dwight Williams 1:05:52

Well, I'm glad you guys came out. As you said, if you didn't know, it's hard to get the community out,

Dwight Williams 1:06:01

but you can't give up. You just gotta find it like, Okay, well, I provided food. I told him it was gonna be food. I think the the

Dwight Williams 1:06:15

tax celebration is where we have the happiest group that are thrilled because the taco truck comes and, I mean, it'd be a line out there.

Dwight Williams 1:06:57

Also, the people kind of enjoy it. They enjoy and like I said, it's great to get the award for the highest growth. I didn't expect it.

Dwight Williams 1:07:13

We strategize at our early meeting and try to figure out, Okay, how many tax returns are we gonna get, in a week?

Jenny Wang 1:07:33

you see lots of Oakland data and a lot of the concentration all these other challenges. Our thing stays, it's concentrated. And that's not a way those soil current people do that trust. I want to share a little bit about tax. So the thing about Taxes, I think a lot of young people, I actually most they know that they need so they don't know that they will know that. I think that's a population when they can get out to they don't know at what level of income, and that's over \$600 over \$600 on an income, assets. But I think messaging that at middle schools with some, some definitely high schools. So that's one thing, to encourage more filing of taxes. Then they get the taxing funds and they start building that Social Security, you know, the traps out there. That's one thing about testing. The other thing that's coming

to mind because they ask the question, What? What? What can we do right based on the idea that we saw, I think there's, I keep landing on like basic needs need to be all invited. So housing, education, health care, access to health care. That's all the food. Can we drive food that's free, and not just any food, the nutritious food, because nutritious food helps you fight disease. So all of those things, and I think, and so when I think about that and jobs, when I think about the connection between folks getting an education and then having a pipeline to jobs. So that we can, like, get internships or some like employment opportunity, so that we can do something about that unemployment rate, the graduation rate, we can touch on, the unemployment rate, income, all those things are so important. Oh, we call this so important, because if you don't have health care, then you're not well and can't keep a job.

Jackie Jacobs 1:10:01

And even if they don't all taxes, six packets were taken out, so they have to file, yeah, and if they don't know that.

Dwight Williams 1:10:34

What if we sent fliers

Dwight Williams 1:10:39

in cooperation or in some partnership with the OUSD?

Dwight Williams 1:10:46

for them to distribute them to the upper class, because they may be working at 15 in the 10th grade, and it's just an awareness to say, Hey, if you earn \$600 you should file taxes so you can get whatever nickels and dimes they took out. That's what didn't you get it. Because that would try to address that point. And Sammy, I know you see a bunch of a bunch of students.

Samia Zuber 1:11:22

and we put things in our newsletter that you all signed up. So, like, if you have a partnership with us, bank, for example, or when you all have the opportunity for free taxes, like, when we get that, we try to put that in our newsletter that goes out to our alumni and our students so they see it. But we don't have a method to actually like, track after that, right? Like, it's out there, and we'll share it, but like, did they go? Like, are they, you know, so there's a gap there, but we do try to at least pass along the information.

Dwight Williams 1:11:52

Yeah, we try to, or head start. What we've tried to do is we'll try to capture them, and if they come in and have their taxes, we can flag it and say, Okay, we got a head start. We've got a city of Oakland employee. Because we want to say, hey, all these employees for the city of Oakland, and only three of them came to get their taxes done at no cost. Wasn't free, it was just at no cost.

Dwight Williams 1:12:21

How many did we have? Last year? We got so there's something we're doing. I'm not sure what it is, but if we go from 2 to 45.

Dwight Williams 1:12:52

And we're trying to get Head Start parents to come,

Dwight Williams 1:12:57

because you have to be low income to be a head start. Everybody sounds like

Jackie Jacobs 1:13:10

all of it was the EITC, all of it like the California the young Child Tax Credit, EITC, CaI, EITC, all of that, all of those tax credits the federal government in the state are really geared and specifically for low income families. And every year Congress looks at all those is giving us.

Every single year they look at it and look to say, Oh, can you give it up this year? No. And then they put it back in. They leave it at but every single year its in jeopardy.

Dwight Williams 1:13:43

The other ideas about things we can I mean, because I like ideas, because I try to create something to just need a ladder. Let's see if we can move it just one little rock this year and then a couple more blocks the following here,

Laura Ross 1:14:02

I would suggest partnering with Alameda County Food Bank, because I go to their meetings and, you know, the same demographic is utilizing the food bank and food pantries. So they have a whole distribution system, you know, so getting flyers out, and then the hands of people that are picking up food is probably

Dwight Williams 1:14:27

I like that. Because when, because we could actually, let's see Aaron is not there, He's the supervisor I know who's at the who my contact at the food bank and see if we get, we prepare flyers in December, we can get them out to Food Bank locations, and they can put them in In the bag. So

Jackie Jacobs 1:15:00

Well, those products,

Dwight Williams 1:15:07

because that stuff we give, we want to reach the people, yeah, and then if they decide not to do it, it's like, it's on them, but it's like, Hey, you can get your taxes done at no cost. Save your \$300 from H&R block or Jackson Hewitt.

Dwight Williams 1:15:39

they gonna show up.

Jackie Jacobs 1:15:48

And let's see we flip the question on our survey, are you a parent? So when they fill up the survey, and that's our language, prepare action pastor at the same time, we try sending the survey after the appointment by email. We got zero. So now I put the questions in the actual tax return, so the preparer has to ask those questions on tax filing in order to finish return so there by looking for that survey. That's a good way to get information out. So we can also ask that question, any question we want us to put in the survey, do that, and then we can have data that we can use to figure out how to work with it.

Jackie Jacobs 1:16:40

But I like the idea of going to the food banks and putting up the flyer. So we made a nice little postcard last year that was sent out to us complete bank and put in and with the school district we can connect with not who is the Student Activities, person involved, but we can cover that person, inclusive science action and relationship with them, to know that those students can come on a system. So, you know, there's a lot of we just have to continue to do that. You can never make too much, you know, or something like that. Who does have to continue to put it anywhere you can and give it to individuals to take your church and sit in the organization, so just put it out there that everything,

Dwight Williams 1:17:39

because otherwise you got more flyers,

Jackie Jacob 1:17:44

1000s of dollars on table at this value.

Laura Ross 1:17:58

We're working a lot operation, okay, a lot with the Oakland Housing Authority, and one of our requirements for our sites to try to fire folks who live in Section 8 properties or and I found out through the course of that that the Oakland Housing Authority sends emails and information out to all of their residents, like newsletters and things like that, because they could advertise our job postings. So great advantage their distribution network and get that information out.

Dwight Williams 1:18:36

But tell us about your organization, because I know what you guys do, but not everybody else.

Laura Ross 1:18:42

Well, we started out as a veteran's organization. We're actually founded by a Vietnam veteran who was homeless for a time and case alcohol addiction, and so he started opening his home. And then in 293, I think, was when we were actually founded with that first building, which is how something would be on 8th Street near Old Town Oakland. And since then, we were one of the first organizations in Alameda County to become a VA partner and receive VA funding. And we're now the largest organization in Alameda County, the development that has a relationship and funding administration, but they're going through a lot of tests as well. We also are primary street outreach provider for providing services to actively individuals in Oakland and Emeryville. And we have some properties that are low-income folks that are non-veterans as well. So we branched out over time, so and we just opened a new building in April in the Coliseum, which was our second home key funded project, and that is specifically for individuals who have chronic mental and or physical health issues. Again, not those are not veterans, but we're working with the Alameda County health care services. It has a new acronym now, and they're working with us and provide services under the funding within lend for those tips. So a lot of different things, I attend a lot of different meetings, and kind of mixing and mingling, and so those ideas, like finding people that have their distribution network here, and then let them do that.

Dwight Williams 1:20:45

Samia, tell a little bit about your organization

Samia Zuber 1:20:51

education programs for 15-25, year olds and very AC-OCAP. So a lot of our programs are virtual, which is also why my interest in like, where people ask about broadband exists, but we also partner with any community college on one of our programs. And then also kind of things from dual enrollment opportunities.

Dwight Williams 1:21:17

We try to, I mean, when we have our RFP, people apply and again, the criteria that we asked for RFP are for job training and placement. Just job training got to be able to try to place them, or housing support services and system. So Laura with House of Operation Dignity applied under that plan, and Samia applied under job training in place and on the side, Jackie runs her program, Volunteer Income Tax Program, and we also, now we're managing the Summer Food Service program. So, I mean, there's, there's a lot of moving parts in all of these, but we as the community, we have to connect these things for we don't get, I mean, because the cuts are coming, and he goes, people don't care.

Dwight Williams 1:22:26

They're just letting like President, you president doesn't control the budget,

Dwight Williams 1:22:32

but he doing it now. So we have to connect so we can keep our organizations and our community, as strong and healthy as possible. We have some last, some later guests. Come on and share, share an idea with us.

Dwight Williams 1:23:18

Speak up just a little bit, because we're actually recording, because there are people online also that couldn't come but we like your idea. It's

Community Guests 1:23:29

like, that is a headache for a lot of problems, you know, mental illness,

Community Guests 1:23:34

homelessness, you know

Community Guests 1:23:56

here because I I think it's not off pizza, but I live here at the community. I think over 20 years I've seen a lot of changes. I would just like to see the streets more cleaner. It's hard to walk down. You gotta and then my feet are bad too. They're cracks inside. Them. Also, sometimes I have to walk out and the street so I don't keep from falling on cracks, but be nice that if they the debris would be cleaned up and just have safer streets and walk.

Laura Ross 1:24:45

adopt a streets program.

Dwight Williams 1:24:52

Well, I appreciate everyone's their words. I appreciate you first for coming out. This is Wednesday night, and you didn't have to come, but we have information that we love to share information because that's how you get some kind of dialog. Even

Dwight Williams 1:25:12

if you don't agree with each other, you got some dialog, and you can say, come.

Dwight Williams 1:25:28

But it's just, it's great to hear the dialog and share data and then get some ideas, some things, because next time you come, you'll be like, you know, we gave you that

Dwight Williams 1:25:41

idea. What'd you do with it?

Jenny Wang 1:25:44

Couple more ideas to be quick. It's part of our program. Why don't you get your information to us? So all of the empowerment lead to mailers to do like there are ways to reach the population. We also have a pretty robust older adult population. We partnered with so many affordable housing sites that serve only older adults. So with Saha and AC is their older adult affordable housing units, and I think I suspect that might be another population with under file tax, because they make so little, think they don't need to file. They make so little that they should file. So I think that's another bucket population we could intentionally try and serve. And so if we wanted to get information to us to try and get into the housing sites.

Jackie Jacobs 1:26:43

to make enough money, and really don't have file. They don't, but as we saw when the stimulus were coming out in the 2020 you have to file a tax return because that's how they get your information. So we will send you the refund. So we have many people coming into the tax side just about in return, just to get that stimulus. So they're filing a return of no income, and that's fine, but we just think they just needed the information, name, address, the Social Security in order to send that money out. So even if you don't have to file, you should anyway, because at some point, if the government's giving out money. That's when they're gonna expenditure. They're gonna look at that document. Otherwise, you have to come in and do it. And of course, people were doing it all I gotta do. I gotta do it and a lot on Social Security didn't do it. But they didn't because Social Security would automatically get it. But if they don't have the file, receive the government everything. That's where you

Laura Ross 1:27:49

and I'm trying to gather interest with our staff about the surveys. Try to get people to come out and participate, but quickly do them as take home, I have staff that would be willing to do these.

Puthea On 1:28:06

Yes, you can take them and give them the surveys, or I can send it to you electronically,

Laura Ross 1:28:11

because I have so many people that are like, I don't have any voice in what Oakland was doing. And you know, I'm like, I'm like, your new chance. Yes, you're trying to have a voice about something, you know. So that's the angle that I've been trying to say to our staff, is, do you feel disenfranchised and then you're not given a voice? Here's one way you can participate. So after having talked it up, if I can get some people to actually return them to me, then I get back to you.

Dwight Williams 1:28:41

We can. We can definitely do that. We can. We can send you the QR code or electronically.

Puthea On 1:28:48

We have, I have the link. I can send it to you. We have some here too, if you want to grab some, the same one you guys sent out. Yes,

Dwight Williams 1:28:58

yeah, I think how many did we get back like 158 something like that.

Puthea On 1:29:03

Uh, I think it's more than that. Okay, the last I checked was like 400

Julie Williamson 1:30:30

I love the way you pull back the data and show that broken down, concentrated.

Jenny Wang 1:30:46

you were pointing out the areas where there aren't any children, areas, those are some of the things, and one of the things in terms of digging into data specific questions have, like a data unit amount that can you know somehow, if you have a real specific question, we

Unknown Speaker 1:31:18

can come in an

Jenny Wang 1:31:22

important task that is holding us to understand

Unknown Speaker 1:31:25

more deeply.

Jenny Wang 1:31:28

I hear you once you start digging into data, well, you can spend days. Really interesting to look at, like which ones are going down, how far is going down, and the very recently shows that it changes the shifting of the population. The wild populations are decreasing. These populations.

Dwight Williams 1:32:22

West Oakland is so different, yes, cuz I remember we were looking to buy a home, two in 2000 and we looked for a year. I mean, I must have seen every open, every home for sale in West o because we wanted to live in West Oakland. And it they just, they jacked the price.

Dwight Williams 1:32:48

because they like, you want to move over here? Yeah, give me an extra 200,000 over the price. It's like, the bank won't fund that. Well, you need to come out your pocket. It's like, next house, please.

Dwight Williams 1:33:01

But it's this. People were doing that years

Dwight Williams 1:33:08

for a yes, yeah, every weekend.

Dwight Williams 1:33:15

So what they do? It just works out, but we're continue to gather data. We'll analyze, we'll throw a couple darts at it and say, okay, that that data. Something's funny. Why did that happen? And the out is having at least three my boss might not be true, but got to think about something and give a shot. So as much as we can to do something about the poverty and the things that are happening in our community, the better. Jenny? okay

Jenny Wang 1:33:57

so because we anticipate food security to be a growing problem. I'm curious. Where are places like and feel safe accessing food pantry like?

Dwight Williams 1:34:18

Free food here? Where are the lunch?

Community Guests 1:34:24

Yes, they're giving all the way they do it on Sunday and Monday and then over here by the post office. And they give out my food over on telegraph and hot food community kitchen. And about my children, I feel better.

Jenny Wang 1:34:46

So there are already accessible, different options each day.

Dwight Williams 1:35:03

I'm usually in the city building during the day, but

Dwight Williams 1:35:07

there are lines,

Jackie Jacobs 1:35:10

oh yeah, oh yeah. They're like, No, wherever you go. Well, what's that church on on Jefferson Street? In the church there's a verse on the day because most churches, lot of churches, do have free food people around specifically, and the people that are in those lines, they know exactly what those days are, so they go all of these various spots. But there are many churches and children's hospital, I think, there might be, and I remember to

Jackie Jacobs 1:35:51

get this one section where they were just eating up quickly. So there are a lot of community based organizations, and a lot you need

Community Guests 1:36:07

to know, we have a food pantry like that. They have because you can go in there. They don't just force you to taste of LP. You can

Community Guests 1:36:17

go to because

Community Guests 1:36:18

all over the West open the Asian leave stuff all along the street that they don't want, and then when you go downtown, they're selling the same stuff that they got for free. Yeah, I got an issue. Yeah. So this so does the food pantry just on the top

Jackie Jacobs 1:36:37

of getting out of their final bag?

Dwight Williams 1:36:48

Now I was told that the food bank has a scan type system, so

Laura Ross 1:36:55

some organizations have adopted it, but some haven't. It's possible to do that. But not everybody has adopted that scanner.

Dwight Williams 1:37:08

I saw that as a big plus because you can't, you live over here. Why are you going to the food bank over there, and then over there, and then over there?

Dwight Williams 1:37:22

you go off the or you're selling

Community Guests 1:37:26

it the same time in the line, the people get into arguments, because some people who go through the line, then they'll take off the jacket. Then they'll come back.

Community Guests 1:37:47

Yeah, okay, so they're all connected. They know you've already been print, yeah, so soon as you walk through, you know, just like show you drop, they stand. They see here already,

Dwight Williams 1:38:08

you just got her bag already? What about the other people that didn't get any? I like the idea of

Dwight Williams 1:38:19

just solving some problems. So y'all ready?

Dwight Williams 1:38:38

It's seven o'clock

Dwight Williams 1:38:40

again. I want to thank you guys for your time, your ideas, your efforts, and if you have any idea when you

Dwight Williams 1:38:47

get like tonight, when you go to bed, when you thinking about that idea, get up in the morning and send Thea an email.

Community Guests 1:39:37

They won't bother me here. They used to have a food giveaway here, but there was so much commotion and violence they got, and across the street they still have it. Yeah, they do, but here they couldn't contain the violence. People cutting line.

Dwight Williams 1:40:10

You guys are committed to doing it. We can make it there. We can make a difference. So again, thank you. Thank you and thank you again.

Transcribed by <https://otter.ai>

2020 - 2025 STRATEGIC PLAN

Alameda County - Oakland Community Action Partnership (AC-OCAP)



MISSION

To improve our community by creating pathways that lead to economic empowerment and prosperity.

VISION

To end poverty within the City of Oakland and throughout Alameda County.

VALUES

- Community-driven
- Equitable
- Collaborative
- Impactful
- Results-driven



ENTREPRENEURSHIP/JOB TRAINING & EMPLOYMENT

GOAL

Increase workforce development opportunities for Black, Latinx, Indigenous, People of Color (BLIPOC) residents with low-income that lead to employment or entrepreneurship.

STRATEGY

Improve the employment continuum, including entrepreneurial opportunities, and align AC-OCAP's funding with the Workforce Investment Opportunity Act (WIOA) demand-sector industry.



LOW-INCOME HOUSING

GOAL

End homelessness for: 1) BLIPOC families with children; and 2) seniors 55+.

STRATEGY

Partner with organizations focused on increasing the number of un-housed families with children and/or seniors who obtain housing.



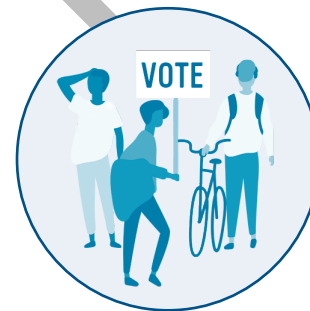
COMMUNITY DEVELOPMENT

GOAL

Increase access to resources and information, and empower BLIPOC residents with low-income to build assets and wealth.

STRATEGY

Host community fairs and use collaborations to offer skill training and other resources; Increase food security and access to the Earned Income Tax Credit, banking, financial coaching, credit repair, debt reduction, and home ownership.



CIVIC ENGAGEMENT & ADVOCACY

GOAL

Empower BLIPOC residents with low-income to advocate for systems-change and harness political power.

STRATEGY

Leverage existing networks and fund grassroots trusted community leaders and Community Based Organizations (CBOs) that empower and advocate for communities of color (e.g., voter registration, citizenship).



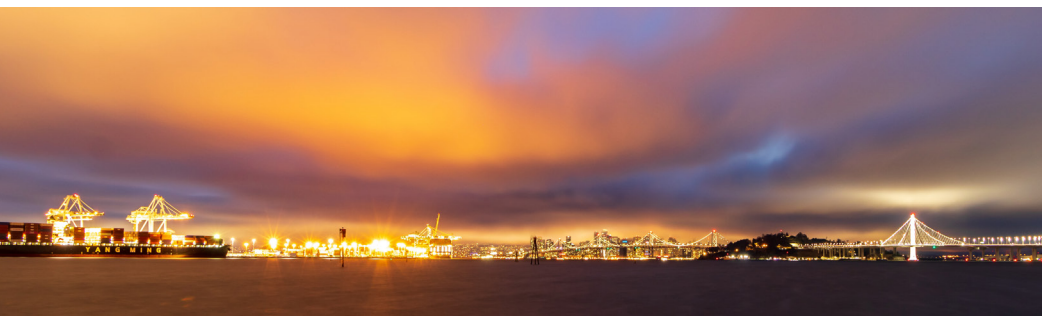
CAPACITY BUILDING

GOAL

Raise awareness and transform AC-OCAP's community impact into a MOVEMENT. #EndPovertyNowAC

STRATEGY

Leverage relationships to build an anti-poverty coalition and create a community campaign to end poverty now.



2020 - 2025 STRATEGIC PLAN

Alameda County – Oakland Community Action Partnership



ACKNOWLEDGMENTS

The Alameda County – Oakland Community Action Partnership would like to thank:

The **Community Economic Opportunity (C.E.O.) Network** of grantees for sharing their experiences and providing feedback to inform our planning effort;

Alameda County anti-poverty thought partners for providing valuable insight;

Staff for their contributions, guidance and support; and

The **AC-OCAP Administering Board** and **Strategic Planning Ad-Hoc Committee** for countless hours of thoughtful dialogue, editing, and decision-making.

This plan was developed with support from Resource Development Associates (RDA) under contract with the Alameda County – Oakland Community Action Partnership.



CONTACT US

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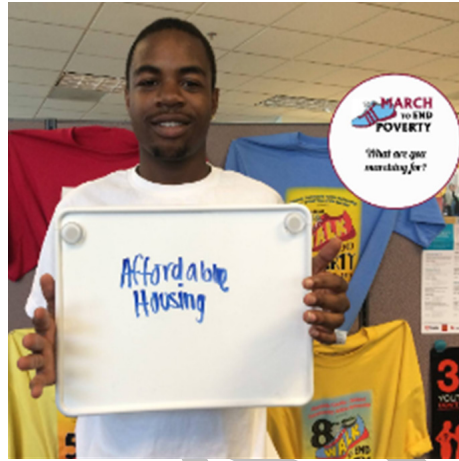
AC-OCAP@oaklandca.gov

AC-OCAP.com

ABOUT US

The Alameda County - Oakland Community Action Partnership (AC-OCAP) is a public city agency federally funded through the Community Services Block Grant (CSBG). AC-OCAP is committed to creating community-based programs and pathways that lead to social and economic empowerment and prosperity, with the aim of ending poverty within Oakland and throughout Alameda County (excluding the City

of Berkeley). Rooted in assessing and analyzing the needs of the community, and using a trauma-informed approach, the AC-OCAP strategic plan centers around funding local community level services that align with the agency's priority focus areas. These focus areas are all aimed at eradicating poverty through an equity lens to address the needs of Black, Latinx, Indigenous, People of Color (BLIPOC) residents.



THE COMMUNITY ACTION PARTNERSHIP

Since 1971, AC-OCAP as a public agency has been a part of the broad national Community Action Partnership (CAP) network of nearly 1,000 agencies that are embedded throughout communities all across the United States. This network was created by President Lyndon B. Johnson as part of the 1964 national War on Poverty. As the issue of social and economic inequities continues to impact our low-income communities and families, the National Community Action Partnership (NCAP) network association has adopted the following three overarching goals: 1) Individuals and families with low-incomes are stable and achieve economic security; 2) Communities where people with low-income live are healthy and offered economic opportunity; and 3) People with low-income are engaged and active in building opportunities in communities.

These goals and the network Theory of Change were considered throughout the AC-OCAP strategic planning process. Additionally, the agency is guided by sixteen national organizational standards that are broken into give categories to guide maximum feasibility and organizational vision and direction. These standards include commitments to guide consumer input and involvement, community engagement, community assessment, organizational leadership, and board governance.

The national Community Action Partnership's adopted promise is to change people's lives, embody the spirit of hope, improve communities, and make America a better place to live. The Community Action Partnership cares about the entire community and is dedicated to helping people help themselves and each other.



OUR CURRENT STRATEGIC RESPONSE

GUIDED BY CORE VALUES

The AC-OCAP Administering Board, comprised of local community members, elected officials, and community partners, identified the following five core values as a declaration to intentionally guide how the agency moves forward in implementing its strategic plan.



OUR MISSION

To end poverty within the City of Oakland and throughout Alameda County.

OUR VISION

To improve our community by creating pathways that lead to economic empowerment and prosperity.

OUR PURPOSE

The Community Action Partnership has the responsibility to plan, develop, and execute efforts to alleviate poverty and work toward systemic change to enhance the opportunities for families of low-income throughout Alameda County to achieve self-sufficiency. Self-sufficiency is defined by AC-OCAP as having the means and opportunity to meet a range of individual needs.



ROOTED IN COMMUNITY

AC-OCAP is results-oriented and conducts a comprehensive community needs assessment every two years to keep its community profile current and identify areas of need.

According to AC-OCAP's 2019 Community Needs Assessment, the leading areas of concern for Alameda County residents are affordable housing (69%), education (39%) and homelessness (31%). According to the 2013-2017 American Community Survey (ACS), it is estimated that 11.3% (181,194) of Alameda County residents live below the federal poverty level. It is worth noting that while Alameda County is one of the most diverse counties in the nation, African Americans account for only 11.1% of the County's population, but 22.4% live in poverty and make up 49% of Alameda County's homeless population.

Alameda County children are also overrepresented among those living in poverty, with nearly one in every eight of the County's 340,749 children under 18 years of age living in poverty according to 2013-2017 ACS survey. In particular, Latinx children make up almost half (46.7%) of the children living below the poverty level. The 2017 survey also reports the significant growth in the number of Transition Age Youth experiencing homelessness, increasing 122% from 414 in 2015 to 919 in 2017. Older generations also experience poverty in Alameda County, with 9.4% (19,201) of seniors 65 years and older living below the poverty line, 39.8% of which are of Asian descent.

AC-OCAP utilizes the following community indicators of poverty when establishing and tracking the progress of their goals: income, unemployment, education, childcare, health coverage, food security, affordable housing, homelessness, and public safety.

11.3%

**of Alameda
County residents
live below the
federal poverty line.**



1 IN 8

**children in Alameda
County under 18 years
of age live in poverty.**



THE NEXT FIVE YEARS

HOW WE DEVELOPED THIS PLAN

During the creation of the 2020-2025 strategic plan goals, AC-OCAP utilized the Results Oriented Management and Accountability (ROMA) Cycle and Logic Model for Planning framework. The framework ensures that each goal is SMART (specific, measurable, achievable, relevant to the mission and vision, and time-oriented), and sustainable by aligning them with targeted activities, inputs, outcomes and indicators, informed by the community needs assessment.

The ROMA Cycle begins with Assessment, where community needs, resources, and agency data are assessed. Then the cycle moves to Planning, using the agency mission statement and assessment data to identify results and strategies. Following is Implementation where services and strategies produce results, and Achievement of Results occurs when progress is observed and reported out. The last element of the cycle is Evaluation, in which data is analyzed and compared with benchmarks. This final element feeds back into the Assessment stage and the cycle repeats to foster continuous improvement in achieving equitable results, improving management, and increasing accountability.

During the strategic planning process, AC-OCAP modified its focus areas to narrow in and create impactful and results-driven goals that aligned with the agency's community-driven approach.

For each goal, the related strategies and outcomes have been summarized on the following pages.



FOCUS AREA ONE

ENTREPRENEURSHIP, JOB TRAINING, & EMPLOYMENT PLACEMENT



The **Entrepreneurship, Job Training, & Employment Placement** focus area aims to help people with low-income and the hard to serve population build skills that lead to employment.

OUR GOAL

Increase workforce development opportunities for Black, Latinx, Indigenous, People Of Color (BLIPOC) residents with low-income that lead to employment or entrepreneurship.

HOW WE'LL GET THERE

AC-OCAP plans to achieve this goal by improving the employment continuum to encompass low skilled workers and by aligning its funding with the Workforce Investment Opportunity Act (WIOA) to support demand-sector training and entrepreneurial opportunities.

HOW WE'LL HELP PEOPLE AND CHANGE LIVES

The creation of an employment continuum and entrepreneurial opportunities that allows Alameda County's low-income residents to earn a livable wage.



FOCUS AREA TWO

LOW-INCOME HOUSING



The **Low-Income Housing** focus area strives to increase opportunities that help people with low-income access safe temporary shelter and/or stable affordable housing/homeownership.

OUR GOAL

End homelessness for BLIPOC families with children; and seniors 55 years and up.

HOW WE'LL GET THERE

This goal will be achieved by partnering with and funding organizations focused on increasing the number of un-housed families with children and/or seniors who obtain housing.

HOW WE'LL HELP PEOPLE AND CHANGE LIVES

Homeless BLIPOC families with children and seniors 55 years and up will have stable and secure housing (shelter, transitional, permanent).



FOCUS AREA THREE

COMMUNITY DEVELOPMENT



The **Community Development** focus area aims to increase access, opportunities, and resources for Alameda County and Oakland's low-income community.

OUR GOAL

Increase access to resources and information, and empower BLIPOC residents with low-income to build assets and wealth.

HOW WE'LL GET THERE

This goal will be achieved through hosting community fairs and using collaborations to offer skill training and other resources; and increasing food security and access to the Earned Income Tax Credit (EITC), banking services, financial coaching, credit repair, debt reduction and home ownership.

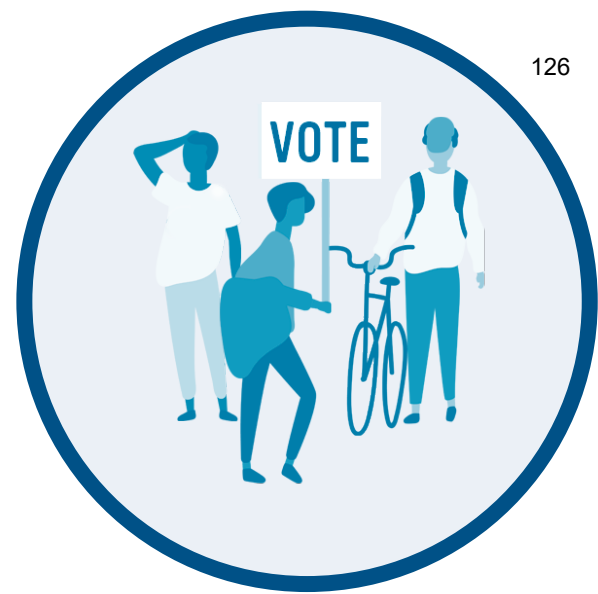
HOW WE'LL HELP PEOPLE AND CHANGE LIVES

Increased net-wealth and security within low-income BLIPOC communities that is supported by economic development.



FOCUS AREA FOUR

CIVIC ENGAGEMENT & ADVOCACY



The **Civic Engagement and Advocacy** focus area aims to increase public awareness, expand partnerships, and empower low-income communities to take action.

OUR GOAL

Empower BLIPOC residents with low-income to advocate for systems-change and harness political power.

HOW WE'LL GET THERE

Leverage existing networks and fund grassroots trusted community leaders and Community Based Organizations (CBOs) that empower and advocate for communities of color (e.g., voter registration, citizenship).

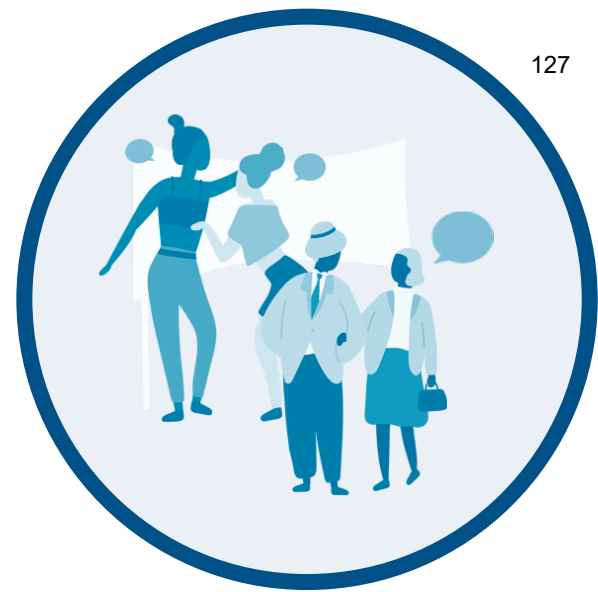
HOW WE'LL HELP PEOPLE AND CHANGE LIVES

BLIPOC residents will be empowered, access to resources will be increased, and local determination and self-actualization will be realized.



FOCUS AREA FIVE

CAPACITY BUILDING



The **Capacity Building** focus area is aimed at expanding the agency's capacity in order to address and eradicate poverty throughout Oakland and Alameda County.

OUR GOAL

Raise awareness and transform AC-OCAP's community impact into a MOVEMENT. #EndPovertyNowAC

HOW WE'LL GET THERE

Leverage relationships to build an anti-poverty coalition and create a community campaign to end poverty now.

HOW WE'LL HELP PEOPLE AND CHANGE LIVES

Disenfranchised, marginalized, low-income communities of color in Alameda County are engaged and mobilized, and working in collaboration with AC-OCAP to end poverty.





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City of Oakland Financial Survey Results
VITA Tax Season 2024

Financial Information gathered from tax filers 2024 TAX Season

	YES	NO
1. Would you say you can carry on a conversation in English?	339	43
	79%	10%
	340	41
2. Would you say you can read a newspaper or book in English?	79%	10%
3. Do you or any member of your household have a disability?	55	241
	13%	56%
4. Are you or your spouse a Veteran from the US Armed Force?	12	257
	3%	60%
5. Was the taxpayer physically present during the entire ret	234	19
	55%	4%
A. Is this your first time filing taxes at a free tax site (VITA or TEC)?	121	132
	28%	31%
Are you a City of Oakland employee?	18	97
	4%	23%
Are you a Head Start Parent?	15	100
	3%	23%
Are you comfortable using mobile banking?	111	21
	26%	5%
Are you comfortable with your current banking partner?	129	3
	30%	1%

B. Have you heard/seen any of the following promotion for Free Tax Help Services	Number	429
Friend or family member told me	136	32%
IRS referral	3	1%
Non-profit or social services	14	3%
Social media	7	2%
Online	28	7%
Bus or Train Advertisement	0	0%
Signage (billboard, banner, poster)	5	1%
Flyer, postcard	12	3%
Radio ad	1	0%
Other	54	13%
Decline to answer	114	27%
C. What is your age?	Number	429
Ages 14-17	1	0%
Ages 18 – 24	31	7%

Ages 25 – 34		42	10%
Ages 35 – 44		46	11%
Ages 45 – 54		62	14%
Ages 55 – 64		58	14%
Ages 65 - 84		67	16%
Ages 85+		3	1%
Decline to answer		64	15%
D. What is your race or ethnicity?		Number	429
American Indian or Alaska Native		1	0%
Arab or Middle Eastern		9	2%
Asian		21	5%
Black or African American		154	36%
Latinx or Hispanic		48	11%
Pacific Islander		1	0%
White or Caucasian		39	9%
Decline to answer		92	21%
Other		9	2%
Do you or any member of your household have a disability?		YES	NO
		7	367
		2%	86%
Do you pay fees for ATM transactions?		YES	NO
		6	368
		1%	86%
E. How many children 17 or under are in your household?		Number	429
1 Child		43	10%
2 Children		9	2%
3 Children		5	1%
4 or more children		1	0%
None/no children		295	69%
Decline to answer		76	18%
F. Are you more comfortable communicating in a language other than English?		Number	429
English only		280	65%
Spanish		20	5%
Cantonese		3	1%
Vietnamese		1	0%
Other language not listed here		10	2%
Blanks		115	27%
How did you hear about the service?		Number	429
211		2	0%
Advertisement (TV, Radio)		8	2%
Flyer/Poster		17	4%
Friend/Family Member		164	38%
Local Community Organization		31	7%
Social Media		22	5%
Other		185	43%
How do you currently pay your monthly bills?		Number	429
Personal Check		75	17%
Pay on-line		264	62%
Money Order		44	10%

Pay in person		46	11%
How likely are you to recommend City of Oakland VITA No Cost to friends/family?		Number	429
1-5 - Somewhat likely - Maybe		14	3%
6-10 - Very likely to Extremel		415	97%
How much do you consistently save monthly?		Number	429
\$25		5	1%
\$50		3	1%
\$100		15	3%
None		129	30%
Other		277	65%
Please rate your experience with tax preparer:		Number	429
Excellent		333	78%
Average		29	7%
Above Average		47	11%
Couple of words for comments:		20	5%
Please rate your understanding of tax preparer's knowledge?		Number	429
Excellent		317	74%
Average		36	8%
Above Average		58	14%
Below Average		1	0%
Couple of words for comments:		17	4%
Was this your first time using VITA services?		YES	NO
		199	230
		46%	54%
Were you able to complete your tax return with VITA?		YES	NO
		404	25
		94%	6%
What are your financial goals for the next 2-5 years?			
		Number	429
Credit Repair		7	2%
Home repairs		4	1%
Pay off student loan		2	0%
Purchase Home		11	3%
Purchase new/used car		5	1%
Save for child's education		2	0%
Travel		11	3%
Other		387	90%
What was your overall VITA Experience with City of Oakland?		Number	429
Excellent		336	78%
Above Average		66	15%
Average		9	2%
Comments:		18	4%
Would you be interested in financial education to learn ways?		YES	NO
		55	374
		13%	87%
What is your race and/or ethnicity?		Number	214

White		37	9%
Black or African American		158	37%
American Indian or Alaska Native		0	0%
Asian		19	4%
Hispanic or Latino		0	0%
Middle Eastern or North African		0	0%
Native Hawaiian or Pacific Islander		0	0%
What is your spouse's race and/or ethnicity?		Number	27
White		5	1%
Black or African American		11	3%
American Indian or Alaska Native		0	0%
Asian		3	1%
Hispanic or Latino		6	1%
Middle Eastern or North African		2	0%
Native Hawaiian or Pacific Islander		0	0%

Desk Audit Status Reports - 2024 (3/5/2025)



Desk Audit Documents- AC-OCAP Grantees 2024	1. ADITR	2. AFCW	3. Chabot	4. CTC (W)	5. CWW (W)	6. CHC	7. Eden I&R	8. FFRCC	9. HERA	10. HTH	11. LFCD	12. Light house	13. LNF	14. NDV	15. Op Dignity	16. Rubicon	17. SMC	18. Urban U
1. Current organizational chart for Agency and designating vacant positions																		
2. Current Board roster with vacancies noted																		
3. Most recent approved Minutes from the last two Board of Directors meetings	Monthly	Quarterly	Monthly	Monthly	Bi-monthly	Monthly	Quarterly	Every 6 months	Quarterly	Quarterly	Monthly	Monthly	Quarterly	Quarterly	Quarterly	Bi-monthly	Quarterly	Monthly
4. Current Agency's composite budget showing <u>all</u> programs, administration, and funding sources																		
5. Current program budget and expenditures (ytd) for AC-OCAP supported program																		
6. Written fiscal operating procedures																2015		
7. Most recent financial audit report	Search independent Auditor			Search independent Auditor							Findings							Search independent Auditor
8. Customer satisfaction survey tool and results																		
9. Most recent Federal Form 941 and the State Form DE6 or DE9 filed	Fed 990 and CA 199					TRINET for Fed & State Forms												
10. Current Program Intake form																		

NOTES & ACRONYMS :

1. ADITR = A Diamond in the Ruff
2. ACW = Alliance for Community Wellness (dba FESCO/La Familia)
3. Chabot Las Positas Community College District (dba TriValley Career Center)
4. CTC = Change to Come
5. CWW = Community Works West
6. CHC = Covenant House California
7. Eden I&R = Eden Information and Referrals

8. FFRCC = Fremont Family Resource Center Corporation
9. HERA = Housing and Economic Rights Advocates
10. HTH = Hack the Hood
11. LFCD = Lao Family Community Development, Inc.
12. Lighthouse Community Public Schools
13. LNF = Love Never Fails

14. NDV = New Door Ventures
15. Op Dignity = Operation Dignity
16. Rubicon Programs
17. SMC = St. Mary's Center
18. Urban University



2025 CalCAPA Annual Conference
Conference Agenda
***Subject to Change**

Monday, November 3, 2025

TIME	TRACK	SESSION	SPEAKER	MEETING SPACE
9:00-1:00 PM	Conference Check-in	-	-	Mezzanine
12:00 PM	-	Lunch (<i>Provided- Attendance must be indicated on conference registration</i>)	-	-
1:00-4:00 PM	-	Quarterly CSP Meeting	CA Department of Community Services & Development	Grand Salon I
4:00-6:00 PM	-	Executive Director Meet & Greet with CSD Director, Jason Wimbley	-	TBA

Tuesday, November 4, 2025

TIME	TRACK	SESSION	SPEAKER	MEETING SPACE
8:00 AM	-	Breakfast (<i>Provided</i>)	-	Grand Salon I
8:30-10:00 AM	General Session	Conference Kick-off	-	Grand Salon I
10:15-11:30	Strategic Funding Diversification	Creating & Sustaining a CAP Agency Foundation	CAP Kern Jeremy Tobias - CEO Catherine Anspach - Director of Development Pritika Ram - Chief Business Development Officer	Grand Salon I



2025 CalCAPA Annual Conference
Conference Agenda
****Subject to Change***

	Efficiency & Effectiveness	Designing Diaper Programs: Lessons Learned from the DDDRP and Other Models	CalCAPA Jillian Keegan- Projects Coordinator	Grand Salon II
	Energy Summit	Effective Tips and Tricks Engaging the Correct Community to Finding Housing for your Weatherization Style	Merced County CAA Armando Valenzuela- LIHEAP/ Energy Programs Director	Gardenia I
	Think Tank	Grant Writing & Proposal Development	-	Hibiscus
11:45-1:15 PM	CalCAPA Awards Luncheon	-	-	Grand Salon I
1:30-2:45 PM	Efficiency & Effectiveness	Using Technology to Effectively Coordinate the Rescue and Redistribution of Food	CAA of Butte County, Inc. Tim Hawkins- CEO	Grand Salon I
	CSBG Implementation	Whole Person Health Score	Riverside University Health System Dr. Geoffrey Leung- Riverside County Health Officer	Grand Salon II
	Energy Summit	DOE Weatherization Assistance Program 101	CA Department of Community Services & Development	Gardenia I
	Energy Summit	Finding Your Path- Priority List vs Audit	Jenny Hoffmaster	Gardenia II
	Think Tank	Data & Performance Management	-	Hibiscus



2025 CalCAPA Annual Conference
Conference Agenda
***Subject to Change**

3:00-4:15 PM	Demonstrating Impact & Storytelling	Rooted in Resilience: Storytelling and Impact Strategies to Strengthen Culture and Retain Staff in Housing & Homeless Services	CAP Kern Rebecca Moreno - Director of Housing & Supportive Services Lisa McGranahan - Chief Human Resources Officer	Grand Salon I
	Data & Performance Management	2025 CSBG Monitoring Presentation	CSD James Scott - CSD Field Representative	Grand Salon II
	Energy Summit	Workforce Solutions	TBA	Gardenia I
	Energy Summit	DOE Assessment to Completion: Keeping the Project DOE	TBA	Gardenia II
	Think Tank	Strategic Funding Diversification	-	Hibiscus
4:30-6:30 PM	-	Welcome Reception	-	Verbena Terrace

Wednesday, November 5, 2025

TIME	TRACK	SESSION	SPEAKER	MEETING SPACE
8:00 AM	-	Breakfast <i>(Provided)</i>	-	Grand Salon I



2025 CalCAPA Annual Conference
Conference Agenda
***Subject to Change**

8:30-9:15 AM	Opening General Session	Resilience Keynote	UCLA School of Law Ellen Aprill - Senior Scholar in Residence	Grand Salon I
9:30-10:45 AM	Strategic Funding Diversification	Building Partnerships with a Local Foundation	Inland Empire Community Foundation Michelle Decker - CEO & President	Grand Salon I
	Grant Writing & Proposal Development	How to Embrace Being a Community Action and Use It for Image Development	CAP Orange County LaShanda Maze - Chief Development Officer	Grand Salon II
	Energy Summit	Energy E.D. Roundtable	-	Gardenia I
	Energy Summit	QCI Certification Mastery: What to Expect, How to Achieve It, and Overcoming Common Roadblocks	Community Resource Project Inc. Panelists	Gardenia II
	Think Tank	Policy and Advocacy	-	Hibiscus
11:00-12:15 PM	Data & Performance Management	CSBG Annual Report Refresher Training	CSD Heide Ruegsegger - AGPA	Grand Salon I
	-	CalCAPA Business Meeting	CalCAPA David Knight - Executive Director	Grand Salon II



2025 CalCAPA Annual Conference
Conference Agenda
***Subject to Change**

	Energy Summit	Understanding Leveraging Options: Strategies for Cost Control and Program Impact	TBA	Gardenia I
	Energy Summit	Roundtable File Review: Outside-the-Box Thinking	TBA	Gardenia II
	Think Tank	Strategic Funding Diversification		Hibiscus
12:15-1:45 PM	-	Lunch (<i>On Your Own</i>)	-	-
1:45-2:45 PM	CSBG Implementation	CSBG Sub-recipient Panel: Strategies for Communication and Sustainability	City of LA Community Investment for Families Department Jacqueline Rodriguez - Chief of Program Operations Division	Grand Salon I
	-	Executive Director Roundtable	David Knight - CalCAPA Executive Director David Bradley - NCAF Founder	Grand Salon II
	Energy Summit	TBA	TBA	Gardenia I
3:00-4:00 PM	Efficiency & Effectiveness	Using Benchmarking to Increase Competitiveness of Your Retirement Plan	Mutual of America Earl Jones - Vice President of National Accounts	Grand Salon I
	Strategic Funding Diversification	CalAIM Roundtable	CalCAPA	Grand Salon II



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	Energy Summit	Closeout Roundtable Q&A: Lessons Learned, Next Steps, and Closing Gaps	TBA	Gardenia I
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Thursday, November 6, 2025

TIME	TRACK	SESSION	SPEAKER	MEETING SPACE
8:30 AM	-	Breakfast <i>(Provided)</i>	-	Grand Salon I
9:00-10:15 AM	Opening General Session	Conference Chat with David Bradley	NCAF David Bradley - NCAF Founder	Grand Salon I
10:30-11:45 AM	TBA	TBA	TBA	Grand Salon I
	Grant Writing & Proposal Development	Your Story Raises Awareness and Donations	Wipfli Courtney Kohler - Manager, Strategic Advisory Services	Grand Salon II
	TBA	TBA	TBA	Gardenia
12:15-12:30 PM	Conference Closeout	-	CalCAPA David Knight - Executive Director	Grand Salon I